

HOPWA PROGRAM

Housing Opportunities for Persons with AIDS

The Housing Opportunities for Persons with AIDS (HOPWA) Fund was established in FY 2002-03 to record receipts and expenditures related to the HOPWA program. This program, under Code of Federal Regulations Title 24 (Housing and Urban Development), Part 574 (Housing Opportunities for Persons with AIDS), allows for funds to be used to assist in all forms of housing to prevent homelessness. Assistance includes emergency housing, shared housing arrangements, apartments, single room occupancy dwellings, and community residences for persons with HIV/AIDS. In 2003, the City entered into a contract with the State of South Carolina to provide this service. Consequently, this program is no longer an entitlement.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Grant	\$ 463,893	314,404	301,600	268,263
Other	58	0	0	0
TOTAL REVENUES	463,951	314,404	301,600	268,263
EXPENDITURES				
Program expenditures	453,065	314,404	301,600	268,263
TOTAL EXPENDITURES	453,065	314,404	301,600	268,263
Excess (deficiency) of revenues over expenditures	10,886	0	0	0
Fund balance at beginning of year	(13,507)	(2,621)	(2,621)	(2,621)
Fund balance at end of year	\$ (2,621)	(2,621)	(2,621)	(2,621)

FY 2008-09 HOPWA PROGRAMS

Short Term Housing Assistance	\$72,431
Case Management	166,323
Facility Operating Support	26,826
Administration	2,683
Total HOPWA Programs	\$268,263

(HOPWA CONTINUED)

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
The City of Greenville has entered into a five-year service contract to administer HOPWA funds designated for the seven-county area through the South Carolina Department of Health and Environmental Control (DHEC).	<input checked="" type="checkbox"/>	
Livable Neighborhoods and City	Ongoing Initiative	FY 08-09 Initiative
Prevent homelessness by providing services to over 1,600 people with HIV/AIDS in the Anderson, Pickens, Oconee, Greenville, Spartanburg, Cherokee, and Union County service area.	<input checked="" type="checkbox"/>	

HOSPITALITY TAX

By City Ordinance No. 2000-79, the City of Greenville enacted a 2% hospitality tax on prepared meals and beverages in the City, and went into effect July 1, 2001. The proceeds are to be used for tourist-related activities, improvements, and facilities. The hospitality tax is governed by Article 7, Local Hospitality Tax, of Chapter 1, Title 6 of the South Carolina Code of Laws.

HOSPITALITY TAX				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Hospitality Tax	\$ 4,963,689	5,649,548	5,625,000	5,915,000
Penalties/Late Fees	223,679	28,399	25,000	25,000
Interest	415,706	342,729	60,000	60,000
	5,603,074	6,020,676	5,710,000	6,000,000
EXPENDITURES				
Personnel (a)	214,934	274,272	0	0
Operating (a)	186,880	335,433	0	0
2001 & 2004 COP's Bond principal	1,055,000	1,085,000	1,125,000	1,170,000
2001 & 2004 COP's Bond interest	1,198,624	1,165,430	1,122,668	1,081,093
	2,655,438	2,860,135	2,247,668	2,251,093
Excess (deficiency) of revenues over expenditures	2,947,636	3,160,541	3,462,332	3,748,907
OTHER FINANCING SOURCES (USES)				
Transfer in - 2004 COPs Debt Payment	150,000	150,000	150,000	150,000
Transfer to CFC - operating	(115,208)	(1,681,895)	(943,309)	(789,717)
Transfer to Capital Projects Fund	(1,190,075)	(372,280)	(841,709)	(964,900)
Transfer to Bob Jones M&G	(50,000)	(50,000)	(50,000)	0
Transfer to Zoo Enterprise Fund	(475,000)	(475,000)	(475,000)	(475,000)
Transfer to General Fund	(575,000)	(1,219,000)	(1,941,532)	(2,165,244)
Total other financing sources (uses)	(2,255,283)	(3,648,175)	(4,101,550)	(4,244,861)
Total revenues over expenditures and other financing sources (uses)	692,353	(487,634)	(639,218)	(495,954)
Fund balance, beginning of year	4,560,760	5,253,113	4,765,479	4,126,261
Fund balance, end of year	\$ 5,253,113	4,765,479	4,126,261	3,630,307

(HOSPITALITY TAX CONTINUED)

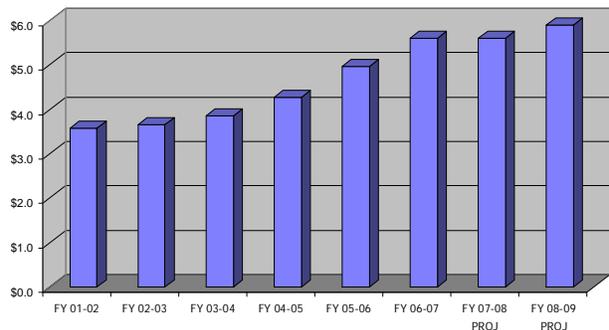
		2005-06	2006-07	2007-08	2008-09
		<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Fund Balance					
Reserved for debt service reserve fund	\$	2,465,344	2,358,509	2,358,509	2,358,509
Reserved for debt service monthly deposits		593,697	563,173	563,173	563,173
Fund Balance Reserve		0	500,000	500,000	500,000
Undesignated		2,194,072	1,343,797	704,579	208,625
	\$	<u>5,253,113</u>	<u>4,765,479</u>	<u>4,126,261</u>	<u>3,630,307</u>

(a) Through FY 2006-07, the costs for the Falls Park Maintenance Crew were budgeted in the Hospitality Tax Fund. After FY 2007-08, funds are transferred to the General Fund to support this activity.

FY 2008-09 BUDGET HIGHLIGHTS

- Reduces transfer to the Carolina First Center fund to \$789,717 due to increasing revenues and events.
- A \$2,165,244 transfer to the General Fund to offset operating expenditures associated with special events and tourism. This transfer is used primarily for public safety, parks and recreation, as well as other staff support for special events and tourism. Funding also includes debt service for eligible projects and collection costs.
- Funds \$964,900 in capital projects as approved in the *FY 2009-13 Capital Improvement Program*.
- Maintain \$500,000 fund balance reserve to account for unanticipated opportunities and potential fluctuations in the revenue stream.

Hospitality Tax Revenues



CHANGE IN FUND BALANCE

The projected decrease in fund balance from \$4,126,261 to \$3,630,307, or -12.0%, is attributable to using reserves for capital projects approved in the *FY 2009-13 Capital Improvement Program*.

SUNDAY ALCOHOL PERMITS

Following a referendum on Sunday alcohol sales approved by City voters in 1999, special permits are issued by the State Department of Revenue for the sale of alcoholic beverages on Sunday in the City of Greenville. Proceeds from these permits are disbursed to the City. The revenue may be used only for certain purposes, including capital improvements to tourism-related buildings, the purchase or renovation of buildings which are historic properties, festivals having a significant and demonstrable impact on tourism, open space preservation, drainage systems, and local youth mentor programs for offenders under Family Court’s jurisdiction. The revenue may not be used for operating expenses of tourism-related buildings.

An annual permit is \$3,000 for 52 Sundays or \$150 for selected Sundays. The revenue estimate for FY 2008-09 is based on the issuance of 75 annual permits at \$3,000 each, plus an additional \$5,000 for selected Sunday permits. In FY 2005-06, City Council adopted a Grant In Aid policy, through Resolution 2005-50 which stipulates that \$20,000 be reserved for the Art in Public Places program, and \$20,000 be reserved for a City Council contingency annually.

SUNDAY ALCOHOL PERMITS					
	2005-06	2006-07	2007-08	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projection</u>	<u>Budget</u>
REVENUES					
Permit fee	\$ 229,510	208,382	215,250	215,250	230,000
Interest	5,174	7,521	2,250	2,250	5,000
TOTAL REVENUES	234,684	215,903	217,500	217,500	235,000
EXPENDITURES					
Transfer to Hospitality Tax	100,000	100,000	100,000	100,000	100,000
Art in Public Places	0	36,300	20,000	20,000	20,000
Imagine Nation Children's Museum	150,000	0	0	0	0
City Council Reserve	0	0	20,000	20,000	20,000
Contingency	0	0	57,500	0	0
TOTAL EXPENDITURES	250,000	136,300	197,500	140,000	140,000
Excess (deficiency) of revenues over expenditures	(15,316)	79,603	20,000	77,500	95,000
Transfer to Capital Projects Fund	0	0	0	(240,000)	0
Fund balance, beginning of year	127,926	112,610	192,213	192,213	29,713
Fund balance, end of year	\$ 112,610	192,213	212,213	29,713	124,713

CHANGE IN FUND BALANCE

The projected increase in fund balance from \$29,713 to \$124,713, or 319.7%, is attributable to building reserves necessary for capital projects proposed in future years of the *FY 2009-13 Capital Improvement Program*.

STATE ACCOMMODATIONS TAX

By a 1984 Act of the General Assembly, a 2% tax is imposed on all accommodations in the State of South Carolina. These monies are collected by the State and distributed to counties and municipalities. The proceeds must be spent for tourism promotion and tourism-related expenditures. Projects are reviewed by an Accommodations Tax Advisory Committee.

State law provides that (a) the first \$25,000 must be allocated to the City’s General Fund for general purpose use; (b) 5% of the balance must also be allocated to the City’s General Fund; (c) 30% of the balance must be allocated for the purpose of advertising and promotion of tourism; and (d) the remaining balance must be used for tourism-related expenditures.

The City Council adopted a Grant-In-Aid Policy that stipulates a City Council contingency is established for unanticipated events, festivals, and other opportunities. This budget includes \$40,000 for the Council’s contingency.

STATE ACCOMMODATIONS TAX				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Intergovernmental	\$ 877,416	1,000,450	940,000	1,150,000
Interest	4,130	9,444	9,275	9,000
TOTAL REVENUES	881,546	1,009,894	949,275	1,159,000
EXPENDITURES				
Transfer - General Fund	112,827	167,745	162,177	235,055
Transfer - Carolina First Center Fund	0	0	84,000	0
Transfer to Hospitality Tax	50,000	50,000	50,000	50,000
City Council Reserve - Grant In Aid Policy	0	20,000	20,000	40,000
Tourism Promotions - CVB	256,964	295,468	274,500	337,500
Tourism Projects	434,560	521,727	455,000	495,000
TOTAL EXPENDITURES	854,351	1,054,940	1,045,677	1,157,555
Excess (deficiency) of revenues over expenditures	27,195	(45,046)	(96,402)	1,445
Fund balance at beginning of year	167,110	194,305	149,259	52,857
Fund balance at end of year	\$ 194,305	149,259	52,857	54,302

FY 2008-09 BUDGET HIGHLIGHTS

- The annual transfer of \$50,000 for the Carolina First Center debt is to help support the 2004 Certificate of Participation (COPs) debt service.
- \$153,805 is transferred to the General Fund for trolley operations.

(STATE ACCOMMODATIONS TAX CONTINUED)

FY 2008-09 ALLOCATION OF ACCOMMODATIONS TAX REVENUES

Total Revenues	\$1,150,000
First \$25,000 to General Fund	<u>(25,000)</u>
	1,125,000
5% of Balance to General Fund	(56,250)
30% to Tourism Promotion	<u>(337,500)</u>
	393,750
Set Aside - City Council Reserve	(40,000)
Contribution to Carolina First Center	<u>(50,000)</u>
Current Revenues Available for Tourism Expenditures	\$641,250

DISBURSEMENT OF FUNDING (TOURISM-RELATED EXPENDITURES)

	FY 07/08 <u>Budget</u>	FY 08/09 <u>Budget</u>
Greenville CVB	\$200,000	\$200,000
Metropolitan Arts Council	140,000	160,000
Patriotic Pops Concert	5,000	0
Medalist Sports	25,000	25,000
Artisphere	25,000	25,000
Downtown Brochures, Kiosks, and Maps	20,000	20,000
Carolina First Center	10,000	10,000
Greenville Cultural Exchange Center	10,000	0
Greenville HBCU Classic	5,000	0
Scottish Games	15,000	15,000
Bassmasters	** 20,000	0
Southern Exposure	** 20,000	20,000
BMW Classic	0	10,000
I Was Blown Away Campaign	0	10,000
Downtown Trolley	<u>*91,427</u>	<u>*153,805</u>
TOTAL	\$586,427	\$648,805

* This funding is reflected in the General Fund Transfer.

**Allocation from City Council Contingency as approved by Council resolution following adoption of the annual operating budget.

LOCAL ACCOMMODATIONS TAX

By City Ordinance No. 1994-27, the City of Greenville in 1994 enacted a local accommodations tax of 2.3% of gross receipts of businesses engaged in providing accommodations for transients within the jurisdiction of the City. The proceeds of this 2.3% are to be used primarily to repay debt incurred for the construction of the Bi-Lo Center and are subject to annual appropriation of City Council.

By City Ordinance No. 2004-48, the City in 2004 extended the authorization of the local accommodation tax of 0.7% of gross receipts of businesses engaged in providing accommodations for transients within the jurisdiction of the City. All taxes collected under this ordinance are used to defray the cost of tourism marketing services subject to annual appropriation by City Council. The appropriation provides for the distribution of accommodations taxes to tourism marketing services excluding a 4% collection cost.

LOCAL ACCOMMODATIONS TAX					
		2005-06	2006-07	2007-08	2008-09
		<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
2.3% tax	\$	1,178,534	1,329,055	1,250,000	1,420,000
0.7% tax		361,718	404,493	360,500	430,000
Other/Penalties		396	321	0	0
TOTAL REVENUES		1,540,648	1,733,869	1,610,500	1,850,000
EXPENDITURES					
Auditorium District		1,167,853	1,329,055	1,250,000	1,420,000
CVB		344,006	388,313	346,080	412,800
TOTAL EXPENDITURES		1,511,859	1,717,368	1,596,080	1,832,800
Transfer to General Fund		14,334	16,180	14,420	17,200
		14,334	16,180	14,420	17,200
Excess (deficiency) of revenues over expenditures		14,455	321	0	0
Fund balance at beginning of year		13,835	28,290	28,611	28,611
Fund balance at end of year	\$	28,290	28,611	28,611	28,611

VICTIM WITNESS FUND

The Victim Witness Fund is used to record receipts from special court revenue and expenditures associated with the Victim Assistance program mandated by the State of South Carolina. The funds are used to support two staff members in the Police Department who provide support to victims of violent crime. A staff member is on call 24-hours a day. Victims are educated about the process of the criminal justice system and victims are referred to counseling if necessary.

VICTIM WITNESS FUND				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Fees	\$ 64,024	60,438	60,000	80,500
TOTAL REVENUES	64,024	60,438	60,000	80,500
EXPENDITURES				
Program expenditures	73,801	94,977	96,503	104,053
TOTAL EXPENDITURES	73,801	94,977	96,503	104,053
Excess (deficiency) of revenues over expenditures	(9,777)	(34,539)	(36,503)	(23,553)
Fund balance at beginning of year	180,349	170,572	136,033	99,530
Fund balance at end of year	\$ 170,572	136,033	99,530	75,977
STAFFING				
Police Corporal	1	0	0	0
Victim Witness Advocate	1	2	2	2
TOTAL STAFFING	2	2	2	2

CHANGE IN FUND BALANCE

The projected decrease in fund balance from \$99,530 to \$75,977, or -23.7%, results because budgeted expenditures exceed budgeted revenues and excess fund balance will be used to make up the difference.

UTILITY BURIAL FUND

The Utility Burial Fund is established in FY 2008-09. The fund is used to record a 1% Duke Energy franchise fee, which is matched by Duke Energy at an amount equal to 0.5% of Duke revenues. The fund will be used to pay for burial of power lines throughout the City in order to minimize power outages.

UTILITY BURIAL FUND					
		2005-06	2006-07	2007-08	2008-09
		<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
1% Franchise Fee	\$	0	0	0	825,000
0.5% Duke Energy Match		0	0	0	412,500
TOTAL REVENUES		0	0	0	1,237,500
EXPENDITURES					
Utility Burial		0	0	0	1,237,500
TOTAL EXPENDITURES		0	0	0	1,237,500
Transfer to General Fund		0	0	0	0
Excess (deficiency) of revenues over expenditures		0	0	0	0
Fund balance at beginning of year		0	0	0	0
Fund balance at at end of year		\$ 0	0	0	0



ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that costs of providing goods or services to the general public and other local governments on a continuing basis be financed or recovered primarily through user charges.

Annual budgets are established for the following Enterprise Funds:

Parking	Greenville Zoo
Stormwater Management	Carolina First Center
Sanitary Sewer	Solid Waste
Transit	



PARKING

The Parking Division, organizationally located in the Public Transportation Department, oversees the operation of all City garages and parking lots. Currently, the parking system includes eleven garages which provide 6,500 spaces and seven parking lots which provide another 399 spaces. A parking enterprise fund was established in 1995 to account for the operations of the parking system including parking garages and lots, tag districts, and parking fines and enforcement.

PARKING				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
OPERATING REVENUES				
Commons Garage	\$ 397,028	394,426	410,963	411,500
Hyatt Guest Parking	212,049	154,746	139,895	240,000
Church St. Garage	220,448	229,182	243,921	229,700
Liberty Square Garage	690,468	698,298	733,790	708,600
S. Spring St. Garage	851,601	804,557	835,080	863,688
Poinsett Parking Garage	886,674	953,038	990,225	911,500
Richardson Garage	342,340	343,999	334,150	373,528
Parking Fines	184,918	272,813	286,848	232,250
Parking Lots & Meters	194,509	220,935	218,994	210,800
Bowater Garage	219,979	172,664	190,551	34,000
N. Laurens St. Deck	225,184	221,339	226,187	218,450
River Street Garage	159,582	182,790	179,786	208,950
RiverPlace Garage	150,322	232,029	195,035	389,500
Hampton Inn Guest Parking	0	90,438	79,797	150,500
External Reimbursements	0	413	0	0
Parking Coupons	106,178	110,050	111,400	115,000
Miscellaneous	7,629	(1,726)	0	22,950
TOTAL REVENUES	4,848,909	5,079,991	5,176,622	5,320,916
OPERATING EXPENSES				
Administration	609,032	612,936	802,705	744,261
Garage Maintenance	151,771	119,526	268,800	378,414
Commons Garage	126,012	156,017	135,851	155,927
Church St. Garage	274,447	305,930	321,580	310,786
Liberty Square Garage	119,232	137,230	118,050	131,638
S. Spring St. Garage	180,715	175,160	182,530	192,287
Richardson St. Garage	97,041	127,760	117,756	133,382
N. Laurens St. Deck	37,125	63,979	59,620	74,970
Bowater Garage	33,594	31,336	30,750	22,000
Poinsett Parking Garage	79,398	98,702	89,822	86,633
River Street Garage	113,709	68,269	53,732	63,928
RiverPlace Garage	63,092	195,169	83,273	136,370
Parking Lots	66,914	121,839	107,300	118,300
Enforcement	106,680	185,283	224,664	255,429
TOTAL EXPENSES	\$ 2,058,762	2,399,136	2,596,433	2,804,325
Operating Income (Loss)	2,790,147	2,680,855	2,580,189	2,516,591

(PARKING OVERVIEW CONTINUED)

	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Non-Operating Revenue (Expense)				
Interest Income	140,261	171,451	119,815	150,000
Gain/Loss on Sale of Assets	(2,565)	61,009	0	0
Principal Expense	(560,000)	(830,000)	(1,015,000)	(1,080,000)
Interest Expense	(1,361,061)	(1,341,307)	(1,127,680)	(1,098,540)
Operating Transfers In - CBD TIF	0	0	0	0
Transfers In	218,916	5,670	0	0
Transfers Out - CIP	(2,044,472)	0	0	(285,000)
Transfers Out - General Fund	(25,000)	(26,000)	(26,520)	(301,529)
	(3,633,921)	(1,959,177)	(2,049,385)	(2,615,069)
Change in Net Assets	(843,774)	721,678	530,804	(98,478)
Adjustments - CAFR (a)				
Bond Principal	560,000	830,000	1,015,000	1,080,000
Depreciation	(1,283,523)	(1,398,605)	(1,283,523)	(1,398,605)
	(723,523)	(568,605)	(268,523)	(318,605)
Change in Net Assets, Adjusted	\$ (1,567,297)	153,073	262,281	(417,083)
STAFFING				
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Parking Division	15	16	16	16.5
Parking Garages	14	13	13	13
TOTAL, Full-Time	29	29	29	29.5
TOTAL, Part-Time	6	9	9	9

(a) In accordance with generally accepted accounting principles on the treatment of Enterprise Funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

FY 2008-09 BUDGET HIGHLIGHTS

The Parking Enterprise Fund budget reflects:

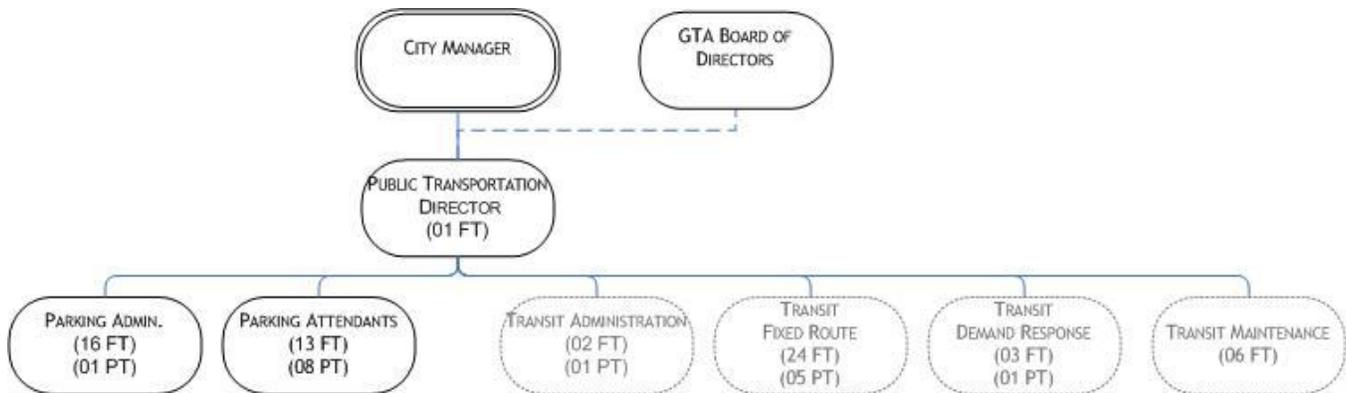
- The projected Debt Service Coverage Ratio at 1.28, above the 1.20 required by the City's bondholders.
- Shares salary cost for the Public Transportation Director with the Transit Fund.
- \$81,000 for a Parking Operations Manager to supervise day-to-day operations.
- \$285,000 for the RiverPlace IIB development agreement.
- \$60,000 to lease the customer service center in the West End.
- \$175,000 to conduct ongoing facility maintenance.

(PARKING OVERVIEW CONTINUED)

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Provide quality customer service while maintaining fiscal responsibility.	☑	
Vibrant Downtown and Revitalized Corridors	Ongoing Initiative	FY 08-09 Initiative
Implement a more aggressive marketing program targeted at increasing transient and special event parking customers.	☑	
Provide for a well-managed parking system of adequate capacity to support continued downtown development.	☑	

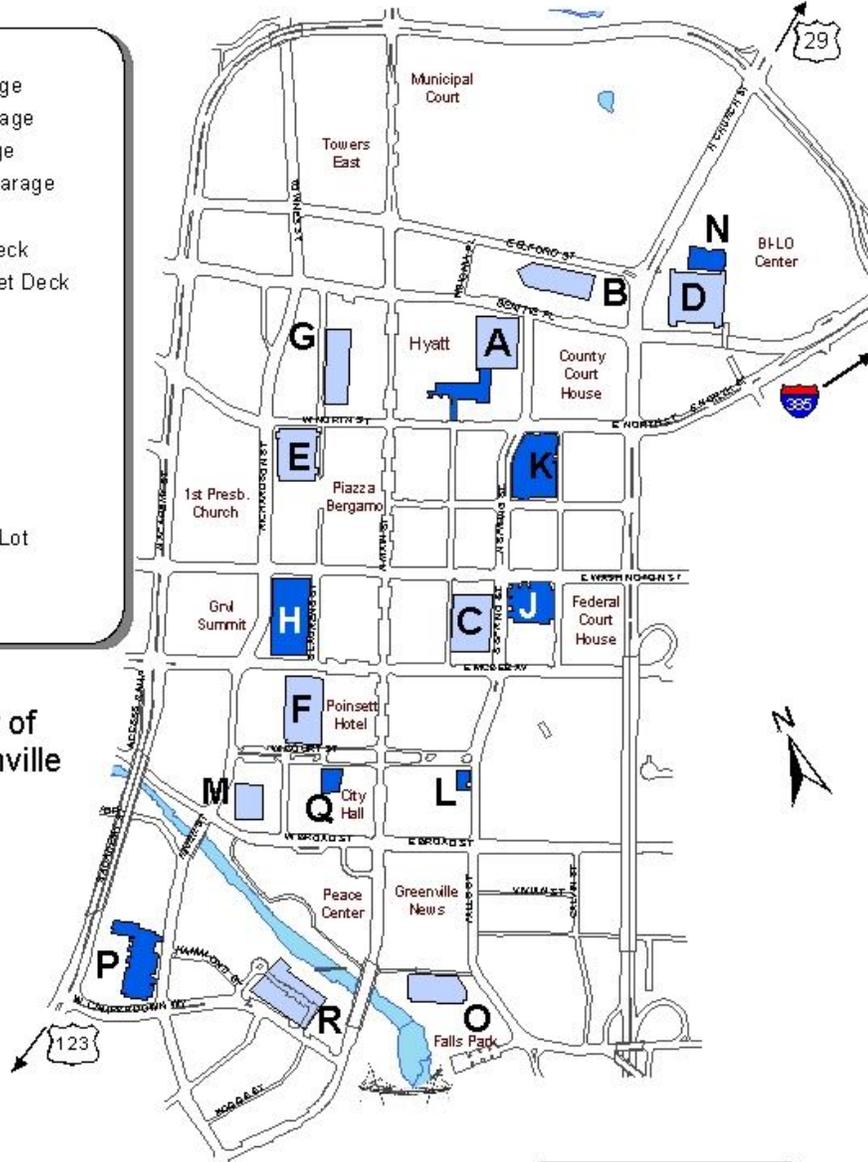
PUBLIC TRANSPORTATION ORGANIZATIONAL CHART



CITY OF GREENVILLE PARKING INVENTORY					
<u>Description</u>	<u>Levels</u>	<u>Spaces</u>	<u>Address</u>	<u>Year Built</u>	<u>% of Occupancy (a)</u>
<u>PARKING GARAGES</u>					
Bowater Garage (b)	5	99	500 Falls St.	1992	31%
Commons Garage	6	817	60 Beattie Pl.	1982	27%
W. Washington Deck	1	128	101 W. Washington St.	1990	35%
N. Laurens Deck	2	184	210 Laurens St.	1988	86%
S. Spring Street Garage	6	912	316 S. Spring St.	2003	94%
Liberty Square Garage	9	926	65 Beattie Pl.	1984	80%
River Street Garage	5	268	414 River St.	2005	88%
RiverPlace Garage	2	436	300 River St.	2005	83%
Richardson Garage	8	909	66 N. Richardson St.	1997	31%
Church Street Garage	6	978	320 N. Church St.	1998	5%
Poinsett Garage	6	843	25 W. McBee Ave.	1999	80%
TOTAL SPACES		6,500			
<u>PARKING LOTS</u>					
Augusta Street		20	117 Augusta St.		45%
Brown Street		33	210 N. Brown St.		94%
Falls Street		16	100 Falls St.		100%
Church Street		43	Adjacent to Church St. Garage		0%
River Street		117	149 River St.		109%
Irvine Street		95	301 S. Spring St.		87%
University Street		75	8 University St.		100%
TOTAL SPACES		399			
TOTAL PUBLIC SPACES		6,899			
(a) Percentage of occupancy reflects the number of spaces reserved for monthly pass holders.					
(b) Bowater has 333 total spaces, however, the City has access to only 99 for monthly parking.					

Downtown Greenville Parking Locations

- A Commons Garage
- B Liberty Square Garage
- C S. Spring Street Garage
- D Church Street Garage
- E Richardson Street Garage
- F Poinsett Garage
- G N. Laurens Street Deck
- H W. Washington Street Deck
- J Irvine Street Lot
- K Brown Street Lot
- L Falls Street Lot
- M River Street Garage
- N Church Street Lot
- O Bowater Garage
- P River Street Lot
- Q City Hall Short Term Lot (1 hour Limit)
- R Riverplace Garage



City of Greenville



Parking Services Administrative Office
 Phone 467.4900 Fax 467.6679
 email: parking@greatergreenville.com

Parking Areas

- City Owned Garage
- City Owned Lot

GIS Division - April 2008
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STORMWATER MANAGEMENT

In 1991, under the Stormwater Management and Sediment Reduction Act, authority was granted to local governments to establish a stormwater utility to fund such activities as watershed master planning, facility retrofitting, and facility maintenance. Greenville City Council adopted a permanent fee in 1995, with the rate structure based on impervious surface areas of individual tax parcels. A special revenue fund was established in FY 1995-96 to record the receipts and expenditures related to the stormwater management program. The fund was reclassified as an Enterprise Fund in FY 2003-04 to comply with GASB 34 reporting standards.

Currently, the operational aspects of the stormwater program include basin master planning, remedial repairs to selected basins, and maintenance of 267 miles of open ditches and 188 miles of piped drainage in City rights-of-way and easements.

STORMWATER MANAGEMENT OVERVIEW				
	2005-06	2006-07	2007-08	2008-09
	Actual	Actual	Budget	Budget
OPERATING REVENUES				
Stormwater Fee	\$ 3,599,431	3,816,904	3,950,000	4,100,000
OPERATING EXPENSES				
Personnel Services	835,296	998,601	1,156,104	1,241,365
Operating/Capital Expenses	504,012	511,984	886,562	1,231,062
	<u>1,339,308</u>	<u>1,510,585</u>	<u>2,042,666</u>	<u>2,472,427</u>
Operating Income (Loss)	2,260,123	2,306,319	1,907,334	1,627,573
Non-Operating Revenue (Expense)				
Interest Income	350,162	443,390	102,200	175,000
Principal Expense	(160,000)	(165,000)	(170,000)	(175,000)
Interest Expense	(128,588)	(129,073)	(167,170)	(163,078)
Transfer In	0	53,250	0	0
Transfer to General Fund	(250,000)	(260,000)	(266,500)	(212,857)
Capital Improvement Program (b)	(211,381)	0	(1,826,750)	(2,291,889)
	<u>(399,807)</u>	<u>(57,433)</u>	<u>(2,328,220)</u>	<u>(2,667,824)</u>
Change in Net Assets	\$ 1,860,316	2,248,886	(420,886)	(1,040,251)
Adjustments-CAFR (a)				
Bond Principal	160,000	165,000	170,000	175,000
Depreciation	(155,684)	(208,153)	(155,684)	(208,153)
	<u>4,316</u>	<u>(43,153)</u>	<u>14,316</u>	<u>(33,153)</u>
Change in Net Assets, Adjusted	\$ 1,864,632	2,205,733	(406,570)	(1,073,404)

(STORMWATER OVERVIEW CONTINUED)

(a) In accordance with generally accepted accounting principles on the treatment of Enterprise Funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

(b) Projects appropriated from Stormwater unrestricted net asset balance in FY 2008-09 of the Capital Improvement program:

Green Avenue Improvements Phase II	\$319,814
Bennett, Mohawk, and Chick Springs	\$1,578,850
Westview Avenue	\$393,225
TOTAL	\$2,291,889

FY 2008-09 STORMWATER RATE STRUCTURE

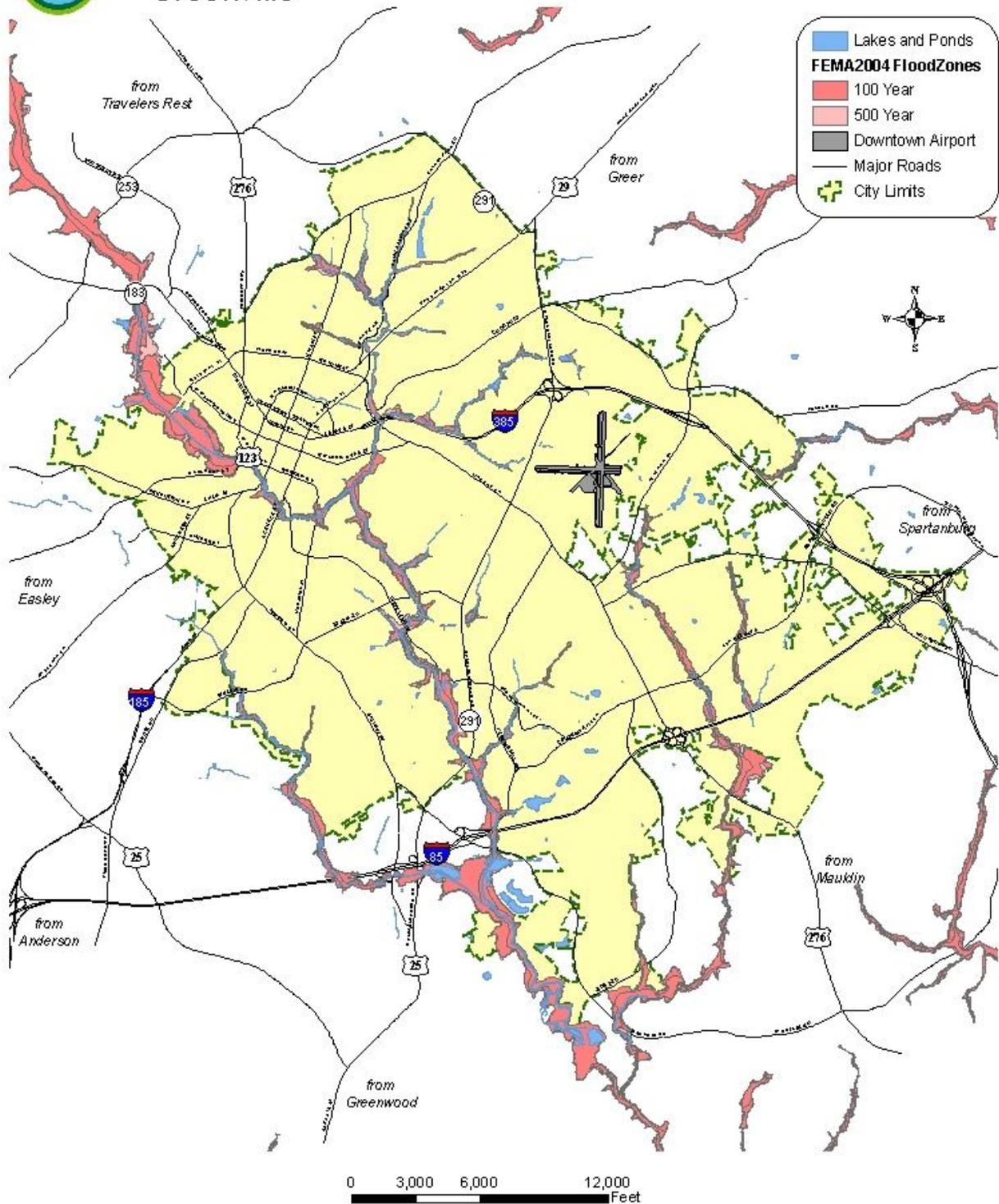
<u>Type</u>	<u>Annual Fee</u>
Developed Residential Under 1,640 sq. ft.	\$35.46
Developed Residential Over 1,640 sq. ft.	\$62.26
Undeveloped Residential	\$35.46
Developed Commercial and Industrial (per ERU)	\$62.26
Undeveloped Commercial and Industrial	\$62.26

NOTE: Stormwater fees reflect a 4.1% inflationary adjustment. This adjustment reflects the increase in the Consumer Price Index over the twelve-month period ending December 31, 2007.



City of Greenville

FEMA Floodplain



GIS Division - April 2008
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STORMWATER ADMINISTRATION

Stormwater Administration and Planning is responsible for developing watershed master plans, coordinating improvements to the City's watershed basins, and complying with state/federal mandates related to stormwater management and water quality design.

STORMWATER ADMINISTRATION				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENSES				
Personnel Services	\$ 240,906	304,817	413,139	432,768
Operating Expenses	197,749	201,398	309,650	296,529
Debt Service	288,588	337,226	337,170	338,078
TOTAL EXPENSES	\$ 727,243	843,441	1,059,959	1,067,375
STAFFING				
Administration	4	4	5	5
TOTAL STAFFING	4	4	5	5

FY 2008-09 BUDGET HIGHLIGHTS

The Stormwater Administration budget reflects:

- \$15,000 is included for two interns to assist in implementing NPDES Phase II stormwater regulations.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Continued effort to lower the City's rating in FEMA's National Flood Insurance Program (NFIP) by implementing good floodplain management programs.	☑	
Implement an NPDES Phase II water quality program that addresses the six minimum measures outlined by EPA.	☑	
Livable Neighborhoods and City	Ongoing Initiative	FY 08-09 Initiative
Obtain certification as a NFIP Class 7 community. Current status as a Class 8 community qualifies homeowners for a 10% reduction in their flood insurance rate. Achieving Class 7 would provide an additional 5% reduction.	☑	
Managed Growth and Quality Development	Ongoing Initiative	FY 08-09 Initiative
Continued compliance with the requirements of the NFIP by reviewing ongoing development and addressing questions regarding floodplain development.	☑	
Review proposed developments for compliance with stormwater ordinances and review for compliance with DHEC sediment control regulations.	☑	

STORMWATER OPERATIONS

The Stormwater Operations Division controls the flow of surface water through the maintenance of open ditches and piped drainage, and through the installation of storm drain pipe. Remedial and capital rehabilitation of storm water basins in priority areas is funded in this account. The ongoing remedial program upgrades the drainage in small select areas where the cumulative impact will have a positive effect on restraining storm water run-off. The Division manages the 30-year post-closure plan for stormwater drainage at the Mauldin Road landfill.

STORMWATER OPERATIONS				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENSES				
Personnel Services	\$ 594,390	693,784	742,965	808,597
Operating Expenses	88,345	251,399	92,592	339,247
Risk Charges	36,772	12,726	31,820	25,286
Capital Outlay	0	0	202,500	320,000
Remedial Improvements	181,146	46,461	250,000	250,000
Transfer to General Fund	250,000	260,000	266,500	212,857
Transfer to CIP	211,381	0	1,826,750	2,291,889
TOTAL EXPENSES	\$ 1,362,034	1,264,370	3,413,127	4,247,876
STAFFING				
Open Ditches	5	5	5	5
Storm Drain Piping	11	11	11	11
Scrubber Operations	0	0	0	1
TOTAL STAFFING	16	16	16	17

FY 2008-09 BUDGET HIGHLIGHTS

The Stormwater Operations budget reflects:

- \$250,000 is budgeted to replace a combination rodder truck
- \$70,000 for a scrubber to clean streets and parking garages to avoid oil and other motor fluids from running off to storm drains and the Reedy River. Also included is \$35,000 for a position to operate this equipment.
- \$70,000 in materials and supplies cost that were formerly budgeted in the General Fund as part of the Fleet and Safety Services budget.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Keep stormwater system open and free of obstructions with regular maintenance activities.	<input checked="" type="checkbox"/>	

SANITARY SEWER

A special revenue fund was established in FY 1997-98 to record the receipts and expenditures related to the City's sanitary sewer program. The fund is financed by a sewer charge which is based on meter size. The fund was reclassified as an Enterprise Fund in FY 2003-04 to comply with GASB 34 reporting standards.

SANITARY SEWER OVERVIEW				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Operating Revenues				
Sanitary Sewer Fee	\$ 2,607,767	2,783,382	2,950,000	3,025,000
Operating Expenditures				
Personnel Expenses	928,833	980,509	1,123,525	1,166,280
Operating/Capital Expenses	462,155	640,414	629,940	1,097,366
	<u>1,390,988</u>	<u>1,620,923</u>	<u>1,753,465</u>	<u>2,263,646</u>
Operating Income (Loss)	1,216,779	1,162,459	1,196,535	761,354
Non-Operating Revenue (Expense)				
Interest Income	142,318	189,181	82,500	65,000
Principal Expense	(305,000)	(315,000)	(330,000)	(395,000)
Interest Expense	(175,496)	(378,308)	(363,204)	(415,825)
Proceeds from Debt Issuance	0	0	3,332,500	411,500
Transfers In	2,820	0	0	0
Transfers to General Fund	(200,000)	(210,000)	(215,250)	0
Capital Improvement Program (b)	0	0	(3,517,500)	(178,500)
	<u>(535,358)</u>	<u>(714,127)</u>	<u>(1,010,954)</u>	<u>(512,825)</u>
Change in Net Assets	\$ 681,421	448,332	185,581	248,529
Adjustments-CAFR (a)				
Bond Principal	305,000	315,000	330,000	395,000
Depreciation	(221,045)	(371,900)	(210,367)	(371,900)
	<u>83,955</u>	<u>(56,900)</u>	<u>119,633</u>	<u>23,100</u>
Change in Net Assets, Adjusted	\$ 765,376	391,432	305,214	271,629

(a) In accordance with generally accepted accounting principles on the treatment of Enterprise Funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

(SANITARY SEWER CONTINUED)

(b) Projects appropriated as part of the FY 2008-09 Capital Improvement Program include:

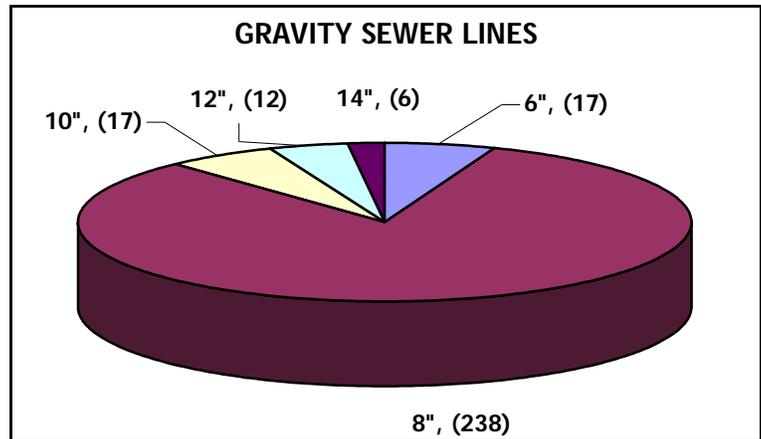
Green Avenue Improvements Phase II	\$121,000
*Basin G12D Rehabilitation	\$57,500
TOTAL	\$178,500

*To be financed through the State Clean Water Revolving Loan Fund.

SANITARY SEWER OVERVIEW

Sanitary Sewers, organizationally located in the Public Works Department, is responsible for maintaining 354 miles of sanitary sewer lines. This activity also oversees a program of remedial repairs to the City system which is designed to reduce inflow into the Mauldin Road treatment plant. Operations are financed by a sanitary sewer charge which is based on meter size.

The Mauldin Road trunk sewer system receives flow from seven sewer subdistricts with each owning and maintaining individual sewer collection systems. The total length of the collection system within the Mauldin Road service area is 574 miles. All of these collection systems convey wastewater to the 74 miles of main trunk sewer system that is owned and maintained by the Western Carolina Regional Sewer Authority.



FY 2008-09 SANITARY SEWER RATE STRUCTURE

Type	Meter Size	Quarterly Rate
Residential	less than 8K gallons	\$10.88
Residential	5/8" & 3/4"	\$24.07
Commercial	3/4"	\$43.86
Commercial	1"	\$116.88
Commercial	1 1/2"	\$218.77
Commercial	2"	\$583.28
Commercial	3"	\$729.02
Commercial	4"	\$1,458.21
Commercial	6"	\$2,189.03
Commercial	8"	\$2,916.25

NOTE: Sewer fees reflect a 6.5% adjustment. This adjustment reflects a needed adjustment to strengthen the Sewer Fund's financial position, fund ongoing operations, and debt service.

SANITARY SEWERS DIVISION

Sanitary Sewers is responsible for maintaining 354 miles of sanitary sewer lines by cleaning/repairing sewer mains, repairing manholes, maintaining lift stations, installing lines, and carrying out a comprehensive preventive maintenance schedule. This division also oversees a program of remedial repairs to the City’s sanitary sewer system which is designed to reduce inflow into the Mauldin Road treatment plant.

SANITARY SEWERS DIVISION				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENSES				
Personnel Services	\$ 792,864	838,562	955,344	973,001
Operating Expenses	370,223	575,525	409,444	653,025
Debt Service	490,496	378,308	693,204	810,825
Risk Charges	61,458	22,439	41,204	40,422
General Fund Transfers	200,000	210,000	215,520	0
Transfers - CIP	0	0	3,517,500	178,500
Capital Outlay	0	0	140,000	354,000
TOTAL EXPENSES	\$ 1,915,041	2,024,834	5,972,216	3,009,773
STAFFING				
Administration	1	1	1	1
Inspection	4	4	4	4
Pipe Crew	5	5	5	5
Response Crew	5	5	5	5
Maintenance Crew	5	5	5	5
TOTAL STAFFING	20	20	20	20

FY 2008-09 BUDGET HIGHLIGHTS

The Sanitary Sewers Division budget reflects:

- \$354,000 for vehicle replacement of a combination loader truck (\$300,000) and a tractor backhoe (\$54,000). These will be purchased through a lease-purchase agreement.

STRATEGIC INITIATIVES

Livable Neighborhoods and City	Ongoing Initiative	FY 08-09 Initiative
Continue three-year preventative maintenance plan of the sewer system.	<input checked="" type="checkbox"/>	

SEWER CONSTRUCTION DIVISION

Sanitary Sewer Construction Division, established in FY 2003-04, assesses the condition of the City's sanitary sewer system using a continuous improvement approach. Areas identified will be rehabilitated to conform with the EPA Construction Management Operation Maintenance program. All improvements will be recorded with results being supplied to the appropriate local, state, and federal agencies for compliance purposes.

SEWER CONSTRUCTION DIVISION				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENSES				
Personnel Services	\$ 135,969	141,947	168,181	193,279
Operating Expenses	27,271	40,627	36,400	46,730
Risk Charges	3,203	1,823	2,892	3,189
Capital Outlay	0	0	0	0
TOTAL EXPENSES	\$ 166,443	184,397	207,473	243,198
STAFFING				
Administration	1	1	1	1
Maintenance Crew	3	3	3	3
TOTAL STAFFING	4	4	4	4

FY 2008-09 BUDGET HIGHLIGHTS

The Sewer Construction budget reflects:

- \$3,189 in risk management charges.

STRATEGIC INITIATIVES

Vibrant Downtown and Revitalized Corridors	Ongoing Initiative	FY 08-09 Initiative
Conduct smoke tests of the sewer lines in the downtown area. The next phase of this project will be to use new lining technology to rehabilitate all of the City sewer lines on Main Street.		<input checked="" type="checkbox"/>

GREENVILLE ZOO

The Greenville Zoo, located on 14 acres in Cleveland Park, contains over 400 animals living in varied exhibits. An enterprise fund was established in FY 1996-97 to account for all activities of the Greenville Zoo. Maintenance, operational, and animal care activities previously had been reflected in the General Fund; membership, education and gate concession activities of Friends of the Zoo had been recorded through three separate agency funds. The purpose of the consolidation was to simplify recordkeeping and to provide a higher degree of accountability in zoo operations.

GREENVILLE ZOO				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
OPERATING REVENUES				
Gift & Concession Sales	\$ 358,129	371,862	315,000	383,000
Gate Admissions	546,902	586,792	504,000	600,000
Education Programs	91,835	94,230	91,000	94,000
Memberships	268,199	271,312	273,465	275,000
Miscellaneous Income	3,196	23,525	0	0
External Reimbursements	18	169	0	0
TOTAL OPERATING REVENUES	1,268,279	1,347,890	1,183,465	1,352,000
OPERATING EXPENSES				
Zoo Operations	920,727	954,436	1,019,912	1,133,361
Education Program	169,521	167,876	169,847	179,675
Membership Program	124,148	118,468	146,589	123,331
FOZ Administration	69,446	85,614	72,205	77,422
Restricted Funds/Capital	197	29,265	10,000	81,110
Gate & Concessions	301,135	312,040	336,373	332,101
TOTAL OPERATING EXPENSES	1,585,174	1,667,699	1,754,926	1,927,000
Operating Income (Loss)	(316,895)	(319,809)	(571,461)	(575,000)
Non-Operating Revenue (Expense)				
Interest Income	77,624	138,596	100,000	100,000
Grants	9,638	0	0	0
Transfer from Hospitality Tax	475,000	475,000	475,000	475,000
Transfer to General Fund	(6,500)	(7,000)	(7,500)	0
	555,762	606,596	567,500	575,000
Change in Net Assets	\$ 238,867	286,787	(3,961)	0
CAFR adjustments				
FOZ/Capital Donations	0	65,525	0	0
Depreciation (a)	(63,200)	(63,078)	(63,200)	(63,078)
	(63,200)	2,447	(63,200)	(63,078)
Change in Net Assets, Adjusted	\$ 175,667	289,234	(67,161)	(63,078)

(GREENVILLE ZOO CONTINUED)

STAFFING				
Administration	4	4	4	4
Grounds Maintenance	14	14	14	14
Education	4	4	4	4
Memberships	4	4	4	4
Gates and Concessions	4	3	3	3
TOTAL STAFFING	30	29	29	29

(a) In accordance with generally accepted accounting principles on the treatment of Enterprise Funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense. The schedule above adds back this item in order to reconcile with the operating statement in the CAFR.

FY 2008-09 BUDGET HIGHLIGHTS

The Greenville Zoo budget reflects:

- \$81,110 in maintenance and enhancements to existing 20-year old exhibits, dens, fences, and walkways.
- \$10,927 in fleet costs reflected as part of the new Fleet Services Fund.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Have customer-friendly City services responsive to community needs.	<input checked="" type="checkbox"/>	
Obtain grants and outside revenues to support projects and amenities.	<input checked="" type="checkbox"/>	

CAROLINA FIRST CENTER

In 2001, the City purchased the Carolina First Center from the Textile Hall Corporation to save the facility from foreclosure. Located on a 39-acre campus, the Carolina First Center is one of the largest convention and conference centers in the Southeast. The annual economic impact of the Carolina First Center is estimated at more than \$50 million. In 2005, the City embarked on a multi-stage renovation project estimated to cost more than \$20,000,000, funded by local, state, and private sources. After the renovation, the Carolina First Center will include 315,000 square feet of exhibit space and 30,000 square feet of meeting and conference space as well as a new entrance and public circulation concourse. The renovation will make the Carolina First Center more competitive in the marketplace.

CAROLINA FIRST CENTER				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
OPERATING REVENUES				
Rental Income	\$ 1,087,167	999,830	1,084,800	1,140,202
Food & Beverage	2,766,718	2,470,070	2,507,948	2,851,346
Services	687,009	577,266	558,299	98,416
Ancillary	66,852	70,882	102,011	537,821
Show Management	628,384	567,446	801,921	633,500
Miscellaneous	61,566	22,805	23,395	28,408
External Reimbursements	24,624	22,614	0	0
TOTAL OPERATING REVENUES	5,322,320	4,730,913	5,078,374	5,289,693
OPERATING EXPENSES				
Personnel	2,902,645	2,838,629	3,045,980	3,039,447
Administrative	321,686	290,825	278,571	275,469
Professional Services	103,641	128,315	96,960	102,434
Show Management	468,534	528,247	680,558	590,553
Advertising Expense	226,633	127,051	147,800	154,000
Rent Expense	79,714	77,992	99,097	81,676
Materials & Supplies	80,694	72,184	76,162	90,927
Food and Beverage	604,858	488,653	556,437	610,446
Repairs & Maintenance	796,873	788,783	825,584	901,026
Travel & Training Expense	22,178	28,583	30,900	32,400
Miscellaneous	13,461	10,692	99,000	15,100
Management Fee	298,824	121,713	131,342	156,765 (a)
TOTAL OPERATING EXPENSES	\$ 5,919,741	5,501,667	6,068,391	6,050,243
Operating Income (Loss)	(597,421)	(770,754)	(990,017)	(760,550)
Other financing sources (uses):				
Transfer In - State Accommodations Tax	0	0	84,000	0
Transfer In - Hospitality Tax Fund	115,208	1,681,895	943,309	789,717
Transfer In - Capital Projects Fund	1,977,513	373,000	0	0
Department of Justice Grant	493,813	64,436	0	0
Naming Rights Revenue	0	125,064	260,000	270,400
Naming Rights Debt Service	0	0	(260,000)	(270,400)
Investment Earnings	0	12,630	0	0
Interest Expense and Fiscal Charges	0	(11,289)	0	0
Transfer Out - Risk Management Fund	(54,000)	(25,653)	(37,292)	(29,167)
	2,532,534	2,220,083	990,017	760,550

(CAROLINA FIRST CONTINUED)

		2005-06 <u>Actual</u>	2006-07 <u>Actual</u>	2007-08 <u>Budget</u>	2008-09 <u>Budget</u>
Change in Net Assets	\$	1,935,113	1,449,329	0	0
Adjustments - CAFR (b)					
Depreciation		(176,832)	(181,093)	0	0
		(176,832)	(181,093)	0	0
Change in Net Assets, Adjusted	\$	1,758,281	1,268,236	0	0

(a) The agreement between the City and SMG provides a management fee that is adjusted annually for inflation. In addition, the City and SMG have an agreement to reduce the annual operating deficit (not including management fee, debt service, or capital expenses). The agreement sets a target of \$675,000 for FY 2008-09. This budget includes \$21,365 should SMG achieve the deficit reduction target.

(b) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Annual Financial Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

FY 2008-09 BUDGET HIGHLIGHTS

The Carolina First Center budget reflects:

- ◆ A reduction in the Hospitality Tax operating subsidy from \$943,309 to \$789,717.
- ◆ Revenue and expense categories for Services and Ancillary have been adjusted to reflect new reporting guidelines.
- ◆ The Show Management revenues decrease \$168,421 as the Carolina First Center no longer manages the local RV show and exhibition.

STRATEGIC INITIATIVES

Growing Economy with Entrepreneurial Spirit	Ongoing Initiative	FY 08-09 Initiative
Market newly-renovated Carolina First Center as a viable convention and conference center.		<input checked="" type="checkbox"/>
Continue promotion of naming opportunities for portions of the Carolina First Center (ballroom, concourse, gardens, etc.) to fund future improvements.		<input checked="" type="checkbox"/>

SOLID WASTE

The Solid Waste Enterprise Fund accounts for all solid waste operations. The Solid Waste Division, organizationally located in the Public Works Department, oversees the solid waste and recycling collection in the City. Currently, six crews provide service once-per-week for residential customers. The fund is supported by a solid waste fee, costs recovered from the sale of recyclables, and a General Fund transfer. Solid waste fees are charged monthly and collected quarterly by Greenville Water System. In FY 2007-08, the rate is set at \$2.50 per month. In order to accommodate costs related to the County's newly enacted landfill tipping fees and ongoing post-closure costs at the former municipal landfill, the rate for FY 2008-09 is proposed to be \$4.50 per month.

SOLID WASTE				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
OPERATING REVENUES				
Solid Waste Fee	\$ 0	0	423,897	750,000
Property Sales	0	0	85,100	191,000
	<u>0</u>	<u>0</u>	<u>508,997</u>	<u>941,000</u>
OPERATING EXPENSES				
Personnel Services	0	0	2,582,569	2,699,475
Operating/Capital Expenses	0	0	885,693	2,192,530
	<u>0</u>	<u>0</u>	<u>3,468,262</u>	<u>4,892,005</u>
Operating Income (Loss)	0	0	(2,959,265)	(3,951,005)
Non-Operating Revenue (Expense)				
Landfill Capping Project	0	0	0	(150,000)
Capital Lease Proceeds	0	0	0	120,000
General Fund Transfer In	0	0	2,959,265	3,981,005
	<u>0</u>	<u>0</u>	<u>2,959,265</u>	<u>3,951,005</u>
Change in Net Assets	\$ 0	0	0	0
Adjustments-CAFR (a)				
Depreciation	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Change in Net Assets, Adjusted	\$ 0	0	0	0

*Note: In the subsequent tables, costs for each division reflect when the division was accounted for in the General Fund to provide historical perspective.

RESIDENTIAL COLLECTION DIVISION

The Residential Collection Division provides collection services to 19,118 customers each week. The Residential Collection Division provides garbage, trash, and yard waste (including seasonal leaf collection services). In addition, it provides hauling services to both internal and external customers.

RESIDENTIAL COLLECTION				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Personnel Services	\$ 1,715,722	1,901,807	2,265,176	2,332,293
Operating Expenses	431,260	668,531	382,503	1,694,402
Risk Charges	161,558	96,307	196,661	179,050
Capital Outlay	441,291	532,315	240,000	236,292
TOTAL EXPENDITURES	\$ 2,749,831	3,198,960	3,084,340	4,442,037
STAFFING				
Administration	3	3	3	3
Hot Line	1	1	1	1
Garbage Routes	12	12	12	12
Trash Collection	29	28	32	30
CBD Route	2	2	2	2
Bulk Service	2	2	2	2
Cart Repair/Delivery	2	2	2	2
TOTAL STAFFING	51	50	54	52

*Note: Costs for 2005-06 and 2006-07 are shown for historical purposes and reflect activity in the General Fund.

FY 2008-09 BUDGET HIGHLIGHTS

The Residential Collection budget reflects:

- \$1,184,702 in fleet costs reflected as part of the new Fleet Services Fund.
- \$72,000 in disposal fees at the County Landfill.

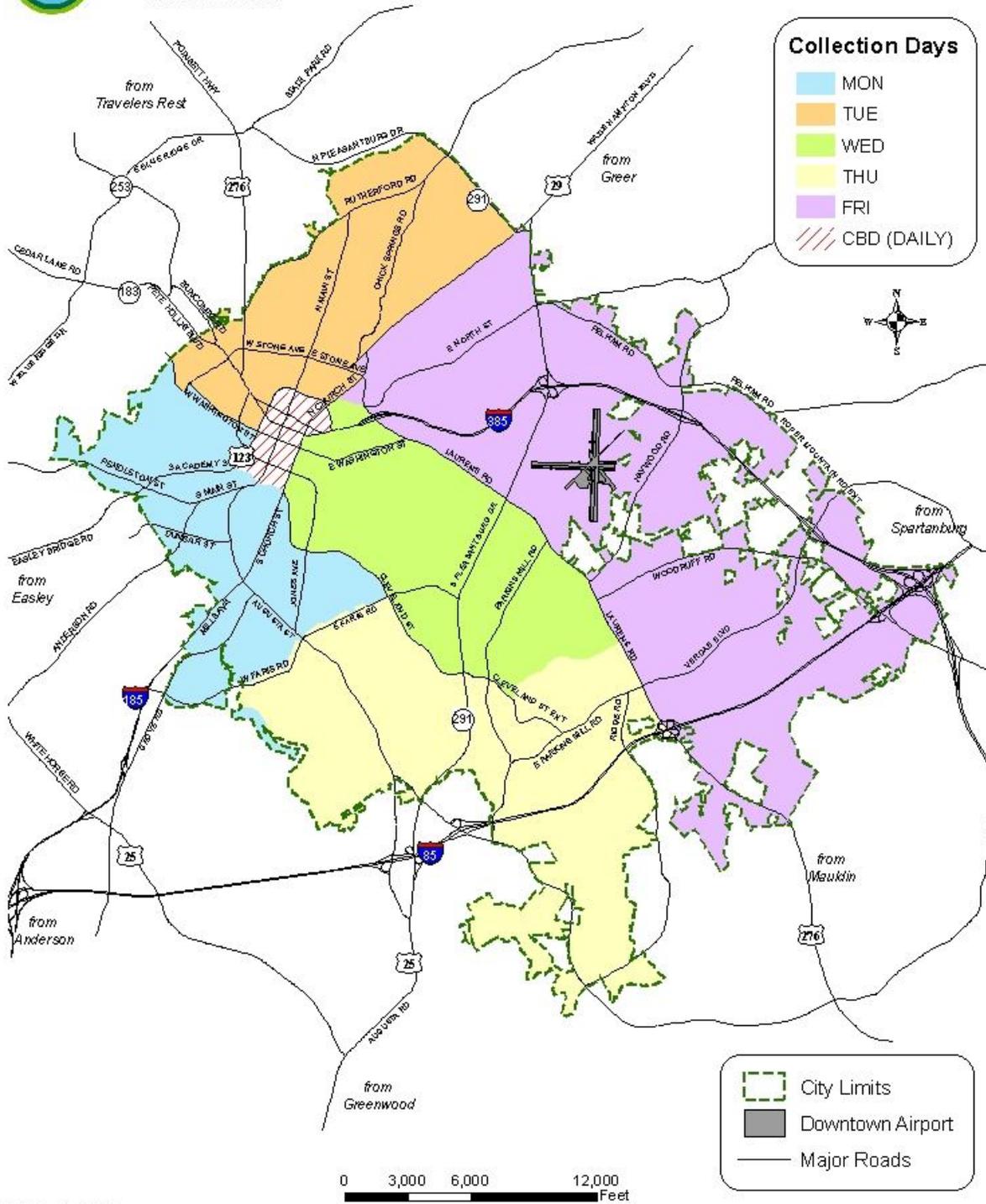
STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Convert equipment and operational procedures to better serve customers and reduce the overall cost to provide this service.	<input checked="" type="checkbox"/>	
Managed Growth and Quality Development	Ongoing Initiative	FY 08-09 Initiative
Shift limited resources to accommodate growth without a reduction of service levels.	<input checked="" type="checkbox"/>	



City of Greenville

Garbage Collection Days



GIS Division - April 2008
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RECYCLING DIVISION

The Recycling Division provides curbside recycling collection services to 19,118 customers each week. The Recycling Division provides recyclables collection, processing, and hauling. The cost of this operation is partially offset by the sale of recyclables collected.

RECYCLING DIVISION				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Personnel Services	\$ 173,965	234,343	317,393	367,182
Operating Expenses	68,212	73,554	61,000	76,700
Risk Charges	5,997	2,394	5,529	6,086
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 248,174	310,291	383,922	449,968
STAFFING				
Recycling Coordinator	1	1	1	1
Recycling Driver	3	3	3	3
Recycling Collector	3	4	4	6
TOTAL STAFFING	7	8	8	10

*Note: Costs for 2005-06 and 2006-07 are shown for historical purposes and reflect activity in the General Fund.

FY 2008-09 BUDGET HIGHLIGHTS

The Recycling budget reflects:

- \$21,700 to support ongoing public education efforts.

STRATEGIC INITIATIVES

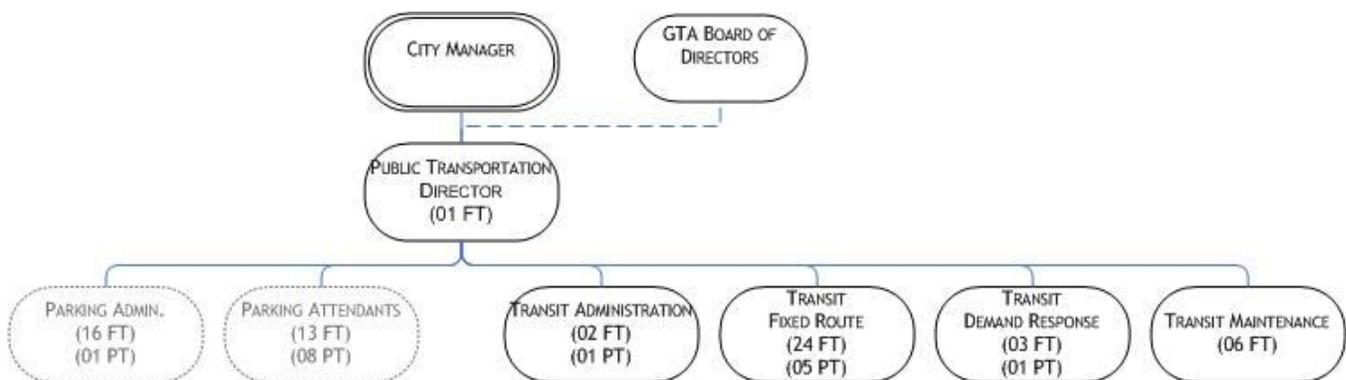
Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Maintain weekly recycling collection for all customers and improve recycling participation rate through enhanced recycling education initiatives.	<input checked="" type="checkbox"/>	
Continue outreach and education programs. Programs and staff have been recognized with multiple awards.	<input checked="" type="checkbox"/>	

TRANSIT ENTERPRISE FUND

On March 31, 2008, the City of Greenville began providing transit operations services to the Greenville Transit Authority (GTA). Pursuant to the City's contract with GTA, the City renamed the service "Greenlink" and will operate fixed route and demand response bus services for GTA. GTA remains a separate operating entity and retains ownership of all system assets. The City serves as the day-to-day operator of the transit system under a transportation director appointed by the City Manager. Transit operations are recorded in the Transit Enterprise Fund which includes all operating expenses and records the receipt of GTA's payment for operating the system.

TRANSIT ENTERPRISE FUND					
		2005-06	2006-07	2007-08	2008-09
		<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
OPERATING REVENUES					
GTA Contract	\$	0	0	0	3,287,269
		0	0	0	3,287,269
OPERATING EXPENSES					
Personnel Services		0	0	0	1,653,341
Operating/Capital Expenses		0	0	0	1,633,928
		0	0	0	3,287,269
Operating Income (Loss)		0	0	0	0
Change in Net Assets	\$	0	0	0	0

PUBLIC TRANSPORTATION ORGANIZATIONAL CHART



TRANSIT ADMINISTRATION

Transit Administration is responsible for day-to-day transit operations including oversight of fixed route, demand response, and maintenance operations. It maintains liaison relationships with the Federal Transit Administration (FTA), the State, Greenville County, and other City departments. Responsibilities also include financial management, including all compliance activities related to the Federal Transit Administration.

TRANSIT ADMINISTRATION				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Personnel Services	\$ 0	0	0	221,065
Operating Expenses	0	0	0	93,328
Risk Charges	0	0	0	11,497
TOTAL EXPENDITURES	\$ 0	0	0	325,890
STAFFING				
Public Transportation Director	0	0	0	0.5
Planning and Grants Administrator	0	0	0	1
Planning and Grants Assistant (PT)	0	0	0	1
Administrative Assistant	0	0	0	1
TOTAL STAFFING	0	0	0	3.5

FY 2008-09 BUDGET HIGHLIGHTS

The Transit Administration budget reflects:

- Shares salary cost for the Public Transportation Director with the Parking Fund.
- Establishes the Planning and Grants Administrator and Planning and Grants Assistant positions.

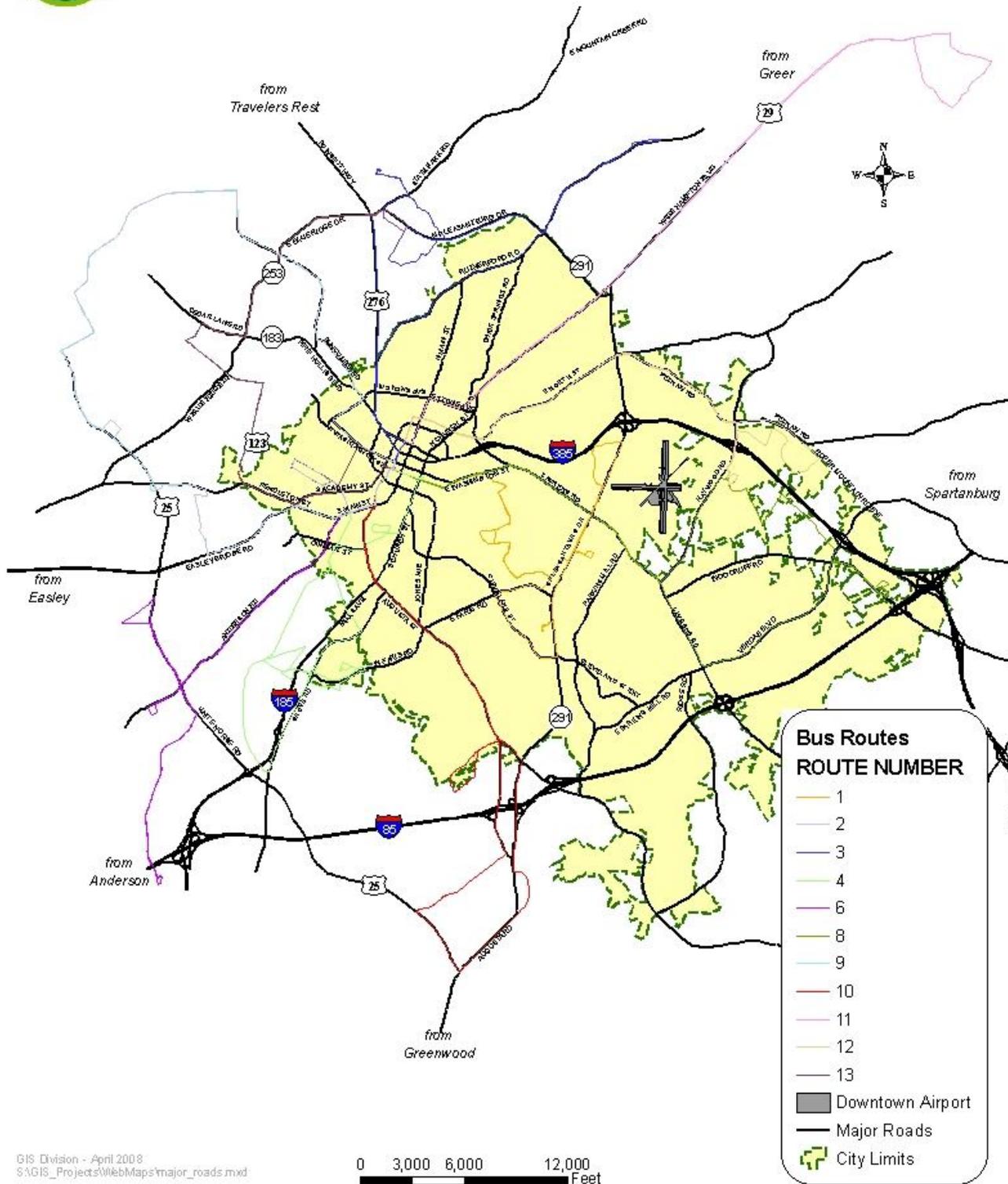
STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Continue the transition to a City-run transit operation and ensure quality services to all riders.		<input checked="" type="checkbox"/>
Begin master planning process on improving transit services in greater Greenville, including route redesign.		<input checked="" type="checkbox"/>



City of Greenville

Greenlink Bus Routes



GIS Division - April 2008
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FIXED ROUTE OPERATIONS

Fixed Route Operations is responsible for providing services on 10 routes that service the City and the adjoining unincorporated areas of Greenville County. Routes include Jackson Townhomes, Whitehorse/Pendleton, Poinsett, Dunean, Anderson Road, Laurens Road, Whitehorse/Berea, Augusta Road, Wade Hampton Boulevard, and Parker/Woodside. Routes run Monday through Friday, with Saturday service provided on selected routes.

FIXED ROUTE OPERATIONS				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Personnel Services	\$ 0	0	0	1,010,467
Operating Expenses	0	0	0	652,824
TOTAL EXPENDITURES	\$ 0	0	0	1,663,291
STAFFING				
Transit Operations Manager	0	0	0	1
Transit Operations Supervisor	0	0	0	0.5
Dispatcher	0	0	0	0.5
Fixed Route Operator	0	0	0	22
Fixed Route Operator (P/T)	0	0	0	5
TOTAL STAFFING	0	0	0	29

FY 2008-09 BUDGET HIGHLIGHTS

The Fixed Route Operations budget reflects:

- Shares salary cost for the Transit Operations Supervisor and a Dispatcher with Demand Response Operations.
- \$548,709 in fuel expenses.
- \$39,500 to print a revised route map and schedule.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Provide timely and regular service to commuters using the fixed-route system at regular intervals during the day.	<input checked="" type="checkbox"/>	

DEMAND RESPONSE OPERATIONS

Demand Response Operations operates paratransit buses for individuals who, because of their disability, are unable to use Greenlink's fixed route bus service.

DEMAND RESPONSE OPERATIONS				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Personnel Services	\$ 0	0	0	134,456
Operating Expenses	0	0	0	53,400
Risk Charges	0	0	0	2,500
TOTAL EXPENDITURES	\$ 0	0	0	190,356
STAFFING				
Transit Operations Supervisor	0	0	0	0.5
Dispatcher	0	0	0	1.5
Demand Response Operator	0	0	0	1
Demand Response Operator (P/T)	0	0	0	1
TOTAL STAFFING	0	0	0	4

FY 2008-09 BUDGET HIGHLIGHTS

The Demand Response Operations budget reflects:

- Shares salary cost for the Transit Operations Supervisor and a Dispatcher with Fixed Route Operations.
- \$34,000 in fuel expenses.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Provide timely and regular service to disabled customers in the transit service area to grant them greater accessibility.	<input checked="" type="checkbox"/>	

VEHICLE MAINTENANCE

Vehicle Maintenance is responsible for maintaining all transit vehicles to ensure they operate safely and effectively. A staff of four mechanics is located at the GTA maintenance yard to maintain buses. Parts and fuel are provided by the City’s Fleet Services Fund and recorded in this account.

VEHICLE MAINTENANCE				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Personnel Services	\$ 0	0	0	287,353
Operating Expenses	0	0	0	661,379
Risk Charges	0	0	0	80,000
TOTAL EXPENDITURES	\$ 0	0	0	1,028,732
STAFFING				
Lead Transit Mechanic	0	0	0	1
Senior Mechanic	0	0	0	1
Transit Mechanic	0	0	0	2
Service Writer	0	0	0	1
Maintenance Technician	0	0	0	1
TOTAL STAFFING	0	0	0	6

FY 2008-09 BUDGET HIGHLIGHTS

The Vehicle Maintenance budget reflects:

- \$300,000 in vehicle parts, including purchase of video camera systems for all buses.
- \$240,000 in outside repairs needed for vehicles and equipment.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Maintain all transit vehicles in proper condition to ensure safe and effective operations.	<input checked="" type="checkbox"/>	

NON-VEHICLE MAINTENANCE

Non-Vehicle Maintenance records all expenses related to upkeep of the Washington Street transfer center, bus shelters, and existing transit facilities. No personnel are housed in the fund, but expenses incurred in maintaining transit facilities are recorded here.

NON-VEHICLE MAINTENANCE				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
EXPENDITURES				
Operating Expenses	\$ 0	0	0	69,000
Risk Charges	0	0	0	10,000
TOTAL EXPENDITURES	\$ 0	0	0	79,000

FY 2008-09 BUDGET HIGHLIGHTS

The Non-vehicle Maintenance budget reflects:

- \$69,000 for repairs and maintenance to the Transfer Center and other transit facilities.

STRATEGIC INITIATIVES

Financially Sound City Providing Excellent Services	Ongoing Initiative	FY 08-09 Initiative
Provide concrete repair work on the Washington Street transfer center to extend the useable life of the facility.		<input checked="" type="checkbox"/>
Provide regular maintenance on transit facilities and bus stops.	<input checked="" type="checkbox"/>	



DEBT SERVICE FUNDS

Debt Service Funds are used to account for the repayment of principal and interest on bonds issued for specified purposes. Annual budgets are established for the following debt service funds:

General Debt Service Fund, to account for general long-term debt principal, interest, and related costs. This fund was discontinued in FY 2007-08.

Central Business District Tax Increment Fund, to account for the retirement of principal and interest on tax increment revenue bonds issued for infrastructure improvements in the Central Business District.

West End Tax Increment Fund, to account for the retirement of principal and interest on tax increment revenue bonds issued for various improvements in the West End redevelopment area.

Viola Street Tax Increment Fund, to account for the retirement of principal and interest on a tax increment revenue bond issued for infrastructure improvements in the Viola Street neighborhood.



GENERAL DEBT SERVICE FUND

Through FY 2006-07, the General Debt Service Fund was used to record resources for, and payment of, general long-term debt principal, interest, and related costs. Starting in FY 2007-08, general long-term debt is recorded in the General Fund.

GENERAL DEBT SERVICE FUND				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Transfers - General Fund	\$ 2,086,057	2,264,857	0	0
TOTAL REVENUES	2,086,057	2,264,857	0	0
EXPENDITURES				
Principal retirement	1,565,698	1,628,963	0	0
Interest charges	520,359	635,894	0	0
Capital lease	0	0	0	0
Fiscal charges	0	0	0	0
TOTAL EXPENDITURES	2,086,057	2,264,857	0	0
Excess (deficiency) of revenues over expenditures	0	0	0	0
Fund balance, beginning of year	0	0	0	0
Fund balance, end of year	\$ 0	0	0	0

CBD TAX INCREMENT FUND

The Central Business District (CBD) Tax Increment Fund was established in 1987 to account for the retirement of principal and interest on tax increment bonds issued for various improvements in the Central Business District redevelopment area. The bonds are repaid from the incremental taxes produced by the incremental increase in assessed property values within the tax increment district. Following a \$6,510,000 bond in 1989, the City has issued improvement/refunding bonds in 1990, 1994, 1998, 2000, 2002, 2003, and 2006. In accordance with the redevelopment plan, tax revenues are also dedicated to pay-as-you-go improvements to further the redevelopment of the Central Business District. The TIF district expires in 2021.

CBD TAX INCREMENT FUND				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Property taxes	\$ 3,461,803	4,248,556	4,414,489	5,384,571
Interest/other	47,080	71,454	13,500	15,000
TOTAL REVENUES	3,508,883	4,320,010	4,427,989	5,399,571
EXPENDITURES				
Personnel	122,315	175,857	0	0
Operating	21,177	62,086	0	0
Principal retirement	1,400,000	1,515,000	1,565,000	1,630,000
Interest and fiscal charges	1,420,230	1,449,951	1,394,866	1,337,850
TOTAL EXPENDITURES	2,963,722	3,202,894	2,959,866	2,967,850
Excess (deficiency) of revenues over expenditures	545,161	1,117,116	1,468,123	2,431,721
Other financing sources (uses)				
Transfer to Capital Proj.	(171,610)	(781,025)	(1,084,000)	(980,000)
Downtown Office Promotion	0	0	0	(100,000)
Transfer from Parking Fund	44,472	0	0	0
Transfer to General Fund	0	0	(259,066)	(291,238)
Total other financing sources	(127,138)	(781,025)	(1,343,066)	(1,371,238)
Total revenues over expenditures and other financing sources (uses)	418,023	336,091	125,057	1,060,483
Fund balance, beginning of year	350,541	768,564	1,104,655	1,229,712
Fund balance, end of year	\$ 768,564	1,104,655	1,229,712	2,290,195
Fund balance:				
Reserved for debt service	538,856	1,018,371	1,018,371	1,018,371
Unreserved/undesignated	229,708	86,284	211,341	1,271,824
	<u>768,564</u>	<u>1,104,655</u>	<u>1,229,712</u>	<u>2,290,195</u>

(CBD TAX INCREMENT FUND CONTINUED)

FY 2008-09 BUDGET HIGHLIGHTS

The CBD TIF budget reflects:

- \$2,967,850 in debt service payments on outstanding tax increment bonds.
- \$980,000 for capital projects including Main Street Trees (\$150,000), S. Spring/Falls/East. Broad Street Improvements (\$145,000), East McBee Avenue Improvements (\$475,000), and East Broad Street Improvements (\$210,000).
- \$291,238 in General Fund transfer to support the Central Business District Work Crew.
- \$100,000 for the first year of a three-year commitment for the Downtown Office Recruitment Plan.

CHANGE IN FUND BALANCE

The projected increase in fund balance from \$1,229,712 to \$2,290,195, or 86.2%, is attributable to building reserves necessary for capital projects proposed in future years of the *FY 2009-13 Capital Improvement Program*.

WEST END TAX INCREMENT FUND

The West End Tax Increment Fund was established in 1991 to account for the retirement of principal and interest on tax increment revenue bonds issued by the City for various improvements in the West End redevelopment area. The bonds are repaid from the incremental taxes produced by the incremental increase in assessed property values within the tax increment district. In accordance with the redevelopment plan, tax revenues are also dedicated to pay-as-you-go improvements to further the redevelopment of the West End. The TIF district expires in 2022.

WEST END TAX INCREMENT FUND					
		2005-06	2006-07	2007-08	2008-09
		<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
Property taxes	\$	334,258	423,879	483,701	661,573
Interest		11,354	27,310	17,500	15,000
TOTAL REVENUES		345,612	451,189	501,201	676,573
EXPENDITURES					
Principal - Series 2003		160,000	165,000	175,000	180,000
Interest - Series 2003		132,888	127,144	120,804	114,521
Other/Fiscal charges		0	0	0	500
TOTAL EXPENDITURES		292,888	292,144	295,804	295,021
Excess (deficiency) of revenues over expenditures		52,724	159,045	205,397	381,552
Other financing sources (uses)					
Transfers In		87,802	0	0	0
Transfer to Capital Projects Fund		0	0	0	(405,999)
Total other financing sources		87,802	0	0	(405,999)
Total revenues over expenditures and other financing sources (uses)		140,526	159,045	205,397	(24,447)
Fund balance, beginning of year		211,479	352,005	511,050	716,447
Fund balance, end of year	\$	352,005	511,050	716,447	692,000

FY 2008-09 BUDGET HIGHLIGHTS

The West End TIF budget reflects:

- \$295,021 in debt service payments on outstanding tax increment bonds.

(WEST END TAX INCREMENT FUND CONTINUED)

- \$405,999 for capital projects including the Kroc Center (\$28,664), West Camperdown Way (\$92,000), RiverPlace Phase IIB (\$768,000), Rhett Street (\$75,000), and SC Children's Theatre (-\$557,665).

CHANGE IN FUND BALANCE

The projected decrease in fund balance from \$716,447 to \$692,000, or -3.4%, is attributable to using fund balance for capital projects proposed in the FY 2008-09 capital budget.

VIOLA STREET TAX INCREMENT FUND

The Viola Street Tax Increment Fund was established in 1998 to account for the retirement of principal and interest on a \$400,000 tax increment revenue bond issued to finance infrastructure improvements in the Viola Street redevelopment area. The bond is repaid from the incremental taxes produced by the incremental increase in assessed property values within the tax increment district. In accordance with the redevelopment plan, tax revenues are also dedicated to pay-as-you-go improvements to further the redevelopment of Viola Street. The TIF district expires in 2026.

VIOLA STREET TAX INCREMENT FUND				
	2005-06	2006-07	2007-08	2008-09
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES				
Property taxes	\$ 141,707	184,805	252,931	302,093
Interest	5,877	6,246	4,400	5,000
TOTAL REVENUES	147,584	191,051	257,331	307,093
EXPENDITURES				
Bond principal	30,000	35,000	35,000	40,000
Bond interest	13,470	12,119	10,573	8,962
TOTAL EXPENDITURES	43,470	47,119	45,573	48,962
Excess (deficiency) of revenues over expenditures	104,114	143,932	211,758	258,131
Other financing sources (uses):				
Transfer to Capital Projects Fund	0	(241,324) (a)	(195,000) (b)	0
Total revenues over expenditures and other financing sources (uses)	104,114	(97,392)	16,758	258,131
Fund balance at beginning of year	137,324	241,438	144,046	160,804
Fund balance at end of year	\$ 241,438	144,046	160,804	418,935

(a) In the FY 2006-07 Capital Budget, \$137,324 was appropriated to the Stone Avenue Streetscape project, and \$104,000 was appropriated to the Viola Street Improvement Phase II project.

(b) In the FY 2007-08 Capital Budget, \$150,000 was appropriated to the Pete Hollis Gateway project, and \$45,000 was appropriated to the Viola Street Improvements Phase II project.

FY 2008-09 BUDGET HIGHLIGHTS

The Viola Street TIF budget reflects:

- \$48,962 in debt service payments on the outstanding tax increment bond.

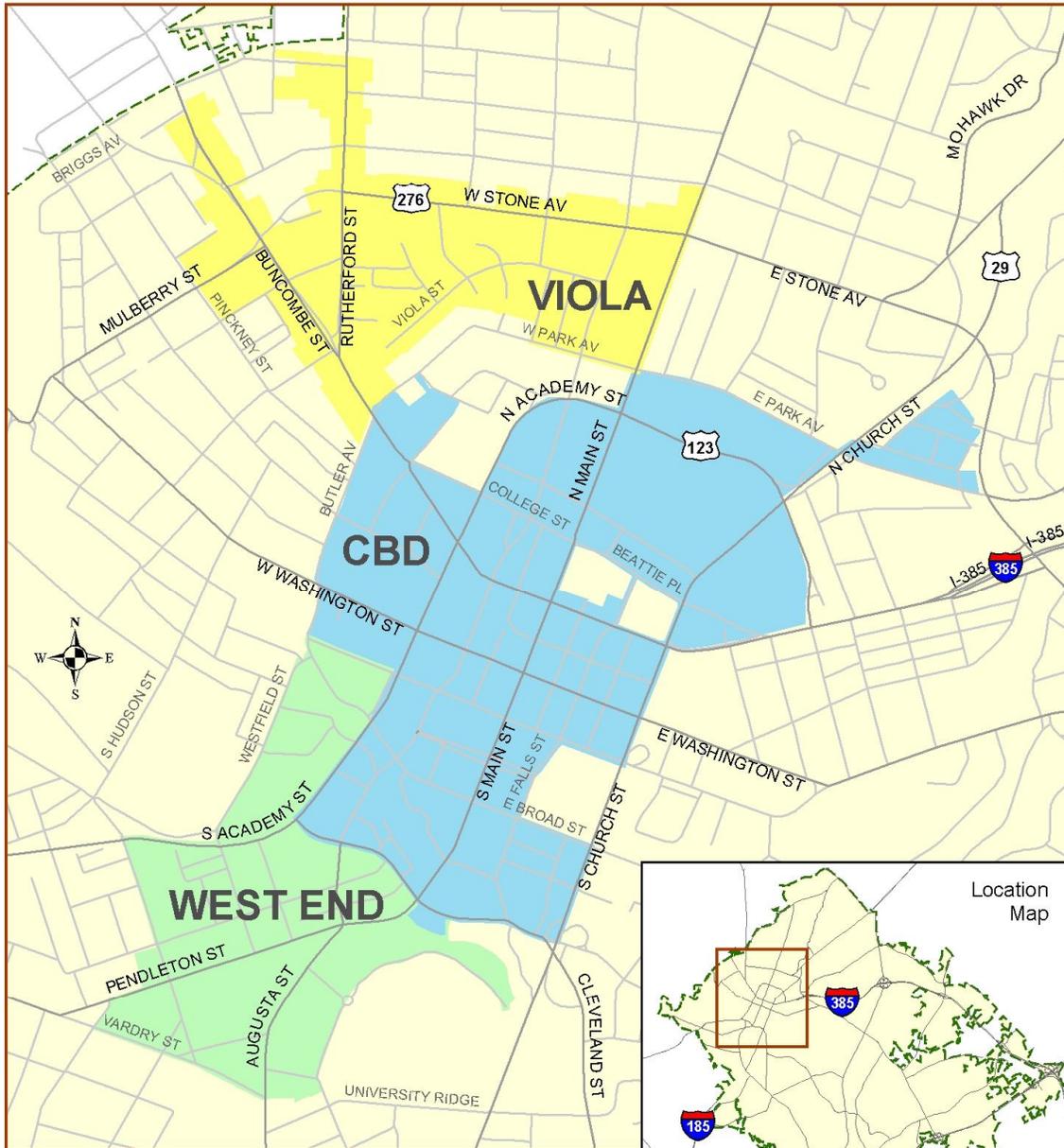
(VIOLA STREET TAX INCREMENT FUND CONTINUED)

CHANGE IN FUND BALANCE

The projected increase in fund balance from \$160,804 to \$418,935, or 160.5%, is attributable to revenues being generated in excess of proposed capital projects and required debt service. Reserves are being held for public infrastructure improvements for future private development projects that are currently in the preliminary planning stages.



City of Greenville Tax Increment Financing Districts



0 0.25 0.5 Miles

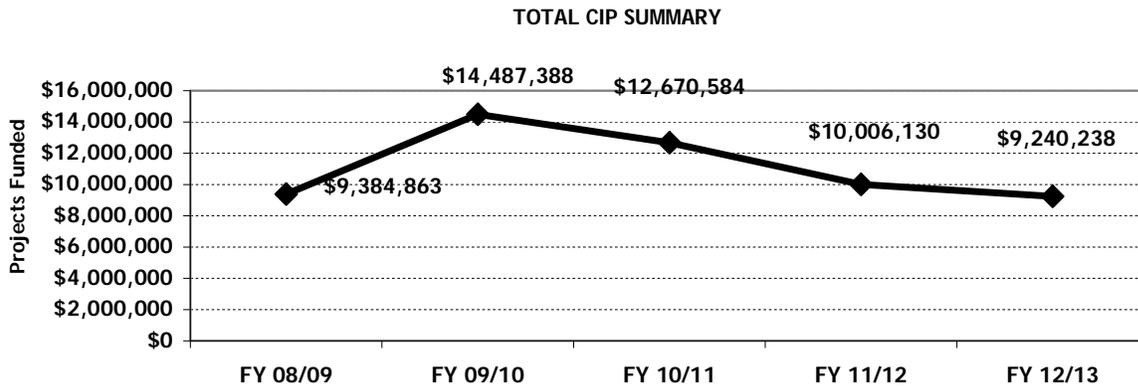
City Limits

GIS Division - April 2006
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CAPITAL IMPROVEMENT PROGRAM



CAPITAL IMPROVEMENT PROGRAM



The Capital Improvement Program is a five-year fiscal planning instrument that is used to identify needed capital projects and identify the appropriate financing and timing for those projects. Projects budgeted in the Capital Improvement Program generally include:

- Acquisition of land
- Construction of a new facility or an expansion of an existing facility
- A non-recurring rehabilitation (i.e. something which is infrequent and would not be considered annual or recurring maintenance) or a major repair to all or part of a building or its grounds. This should have a cost exceeding \$100,000 and have a useful life exceeding 10 years.
- Planning, design, or engineering related to a capital improvement or other program.

The Capital Improvement Program (CIP) is prepared annually based on submissions from the City's various departments. Projects are reviewed by the CIP Committee consisting of the Deputy City Manager, the Director of Management and Budget, and representatives from Economic Development, Public Works, and Parks and Recreation. The Committee evaluates how each project meets Council goals, objectives, and requirements, as well as staff-defined criteria such as improving public safety and increasing organizational efficiency. Using the committee's ranking, a financing strategy is developed by the Office of Management and Budget based on the five-year financial forecast. By City ordinance, the CIP must be presented to City Council 75 days prior to the start of the new fiscal year.

The first year of the plan serves as the coming year's capital budget and encompasses the appropriations needed for next fiscal year. The subsequent four years of the plan are planning years and subject to annual appropriation by City Council. City Council annually will adopt the first year of the plan in a separate appropriation prior to presentation of the annual operating budget. Following adoption, the funding decisions are incorporated into the annual operating budget to reflect their impact on the total budget. The City Council also adopts by resolution the remaining four years in principle. The CIP is presented in a separate volume with specific project descriptions. On the subsequent pages, summary schedules are included reflecting the FY 2009-13 Capital Improvement Program by project and funding source.

RELATIONSHIP TO OPERATING BUDGET

The document presented herein constitutes the City's annual operating budget. It provides for services of a recurring nature and funds these services with revenues of a recurring nature. Some of these expenditures are for "operating" capital outlay, defined as any item with a useful life greater

than two years and a unit cost of \$5,000 or more. The nature of such capital items as motor vehicles and office equipment requires that they be planned for and replaced on a recurring basis. The annual budget is the medium chosen for such replacement.

The impact of the CIP on the annual operating budget is reflected in three areas:

- Pay-as-you-go financing reflected in the operating budget which impacts fund balance or available funds for operating needs;
- Debt service payment on any bond instrument that may be issued to finance capital improvements; and
- Staffing and other operating expenses that may be required once a capital facility is completed.

RELATIONSHIP TO THE FIVE-YEAR FINANCIAL FORECAST

In January, the Office of Management and Budget presents to City Council a five-year financial forecast on the major governmental and proprietary funds with an impact on operating and capital expenditures. This forecast includes projected revenues, projected operating expenses, and the adopted CIP to show the impact current trends will have on the City's financial health. The Office of Management and Budget uses this forecast as its basis for determining pay-as-you-go financing and the ability of City to handle additional debt service related to capital projects.

CIP SUMMARY SCHEDULE BY PROJECT

Project/Funding Source	FUNDING THROUGH 12/31/2007	FY 08/09 CAPITAL BUDGET	*****Planning Years Only*****				TOTAL PROJECT COST
			FY 09/10	FY 10/11	FY 11/12	FY 12/13	
ROADS & BRIDGES							
NSTEP (New Sidewalk Targeted Expansion Program)							
State "C" Funds	150,000	0	0	0	0	0	150,000
Greenville County	48,671	0	0	0	0	0	48,671
General Fund Transfer	4,200,000	150,000	500,000	500,000	500,000	500,000	6,350,000
Federal Appropriation - FTA	0	200,000	200,000	200,000	200,000	200,000	1,000,000
General Obligation Bond - 2001	500,000	0	0	0	0	0	500,000
General Obligation Bond - 2006	0	350,000	0	0	0	0	350,000
Totals	4,898,671	700,000	700,000	700,000	700,000	700,000	8,398,671
Street Resurfacing							
General Fund Transfer	1,000,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Totals	1,000,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Fairforest Way Rehabilitation							
Federal Appropriation - SAFETEA-LU	5,600,000	0	0	0	0	0	5,600,000
State Revenue	15,787	0	0	0	0	0	15,787
General Obligation Bond - 2006	500,000	206,000	0	0	0	0	706,000
Property Sales	678,213	0	0	0	0	0	678,213
Totals	6,794,000	206,000	0	0	0	0	7,000,000
ICAR Road "C"							
Federal Appropriation - SAFETEA-LU	1,200,000	0	0	0	0	0	1,200,000
State Revenue	166,000	0	0	0	0	0	166,000
General Obligation Bond - 2003	0	134,000	0	0	0	0	134,000
Totals	1,366,000	134,000	0	0	0	0	1,500,000
Five-Year Bike Lane Program							
General Fund Transfer	0	45,000	45,000	45,000	45,000	45,000	225,000
Totals	0	45,000	45,000	45,000	45,000	45,000	225,000
West Camperdown Way Resurfacing							
West End Tax Increment Fund	0	92,000	0	0	0	0	92,000
Totals	0	92,000	0	0	0	0	92,000
TOTAL ROADS AND BRIDGES	14,058,671	1,677,000	1,245,000	1,245,000	1,245,000	1,245,000	20,715,671
INTERSECTIONS							
East North Street Intersections							
Capital Projects Fund	171,800	0	0	0	0	0	171,800
Property Sales	70,000	0	0	0	0	0	70,000
Totals	241,800	0	0	0	0	0	241,800
River/Camperdown Signals and Lighting							
West End Tax Increment Fund	0	0	0	0	337,000	0	337,000
Totals	0	0	0	0	337,000	0	337,000
TOTAL INTERSECTIONS	241,800	0	0	0	337,000	0	578,800
STREETSCAPES							
West Washington Street Improvements							
CBD Tax Increment Fund	100,000	0	0	0	0	0	100,000
General Obligation Bond - 2001	135,240	0	0	0	0	0	135,240
Property Sales	241,300	0	0	0	0	0	241,300
Totals	476,540	0	0	0	0	0	476,540
South Laurens Streetscape							
CBD Tax Increment Fund	200,000	0	0	0	0	0	200,000
Totals	200,000	0	0	0	0	0	200,000

Project/Funding Source	FUNDING	FY 08/09	*****Planning Years Only*****				TOTAL
	THROUGH 12/31/2007	CAPITAL BUDGET	FY 09/10	FY 10/11	FY 11/12	FY 12/13	PROJECT COST
Pete Hollis Gateway Improvements							
Viola Street Tax Increment Fund	150,000	0	0	0	0	0	150,000
Totals	150,000	0	0	0	0	0	150,000
East McBee Avenue Improvements							
CBD Tax Increment Fund	0	475,000	0	0	0	0	475,000
Totals	0	475,000	0	0	0	0	475,000
East Broad Street Improvements							
CBD Tax Increment Fund	0	210,000	0	1,488,000	1,128,000	0	2,826,000
Totals	0	210,000	0	1,488,000	1,128,000	0	2,826,000
Falls/South Spring Street Improvements							
CBD Tax Increment Fund	0	0	265,000	2,562,500	162,500	1,857,500	4,847,500
Totals	0	0	265,000	2,562,500	162,500	1,857,500	4,847,500
Downtown Project Contingency							
CBD Tax Increment Fund	0	0	1,000,000	0	0	0	1,000,000
Totals	0	0	1,000,000	0	0	0	1,000,000
Rhett Street Improvements							
West End Tax Increment Fund	0	75,000	615,400	639,400	0	0	1,329,800
Property Sales	0	0	200,000	500,000	0	0	700,000
Totals	0	75,000	815,400	1,139,400	0	0	2,029,800
TOTAL STREETSCAPES	826,540	760,000	2,080,400	5,189,900	1,290,500	1,857,500	12,004,840
SOLID WASTE							
Reedy River Bank Restoration							
Stormwater Fund	164,000	0	0	0	0	0	164,000
State Revenue	500,000	0	0	0	0	0	500,000
General Obligation Bond - 2006	758,000	0	0	0	0	0	758,000
Totals	1,422,000	0	0	0	0	0	1,422,000
Municipal Landfill Capping							
Solid Waste Enterprise Fund	0	150,000	0	0	0	0	150,000
Totals	0	150,000	0	0	0	0	150,000
TOTAL SOLID WASTE	1,422,000	150,000	0	0	0	0	1,572,000
SANITARY SEWER							
Basin G12D Rehabilitation							
Sanitary Sewer Revenue Bond - 2008	1,070,000	(870,000)	0	0	0	0	200,000
State Clean Water Revolving Loan Fund	0	927,500	0	0	0	0	927,500
Totals	1,070,000	57,500	0	0	0	0	1,127,500
S. Spring/Falls/E. Broad Street Improvements							
Capital Projects Fund	69,978	0	0	0	0	0	69,978
CBD Tax Increment Bond - 2002	180,022	0	0	0	0	0	180,022
Stormwater Revenue Bond - 2001	1,350,423	0	0	0	0	0	1,350,423
CBD Tax Increment Fund	118,000	145,000	0	0	0	0	263,000
Stormwater Fund	1,979,577	0	0	0	0	0	1,979,577
Sanitary Sewer Fund	1,242,000	0	0	0	0	0	1,242,000
State Grants	150,000	0	0	0	0	0	150,000
General Obligation Bond - 2006	31,000	0	0	0	0	0	31,000
Sanitary Sewer Revenue Bond - 2008	1,790,000	0	0	0	0	0	1,790,000
Totals	6,911,000	145,000	0	0	0	0	7,056,000
Faris Circle Sanitary Sewer							
Sanitary Sewer Revenue Bond - 2008	472,500	(472,500)	0	0	0	0	0
Sanitary Sewer Fund	34,560	0	0	0	0	0	34,560
State Clean Water Revolving Loan Fund	0	472,500	0	0	0	0	472,500
Totals	507,060	0	0	0	0	0	507,060
Phase I Sewer Improvements							
Sanitary Sewer Fund	0	0	250,000	375,000	0	0	625,000
State Clean Water Revolving Loan Fund	0	0	0	2,200,000	0	0	2,200,000
Totals	0	0	250,000	2,575,000	0	0	2,825,000

Project/Funding Source	FUNDING THROUGH 12/31/2007	FY 08/09 CAPITAL BUDGET	*****Planning Years Only*****				TOTAL PROJECT COST
			FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Phase II Sewer Improvements							
Sanitary Sewer Fund	0	0	0	0	250,000	375,000	625,000
State Clean Water Revolving Loan Fund	0	0	0	0	0	2,200,000	2,200,000
Totals	0	0	0	0	250,000	2,575,000	2,825,000
TOTAL SANITARY SEWER	8,488,060	202,500	250,000	2,575,000	250,000	2,575,000	14,340,560
STORMWATER							
Armory System							
Stormwater Revenue Bond - 2001	52,800	0	0	0	0	0	52,800
Stormwater Fund	0	0	0	0	0	1,420,191	1,420,191
Totals	52,800	0	0	0	0	1,420,191	1,472,991
White Oak Basin							
Stormwater Fund	606,925	0	0	0	0	0	606,925
Stormwater Revenue Bond - 2001	25,451	0	0	0	0	0	25,451
Totals	632,376	0	0	0	0	0	632,376
Bennett, Mohawk, and Chick Springs Crossings							
Stormwater Revenue Bond - 2001	73,026	0	0	0	0	0	73,026
Stormwater Fund	0	1,578,850	0	0	0	0	1,578,850
Totals	73,026	1,578,850	0	0	0	0	1,651,876
Henderson Basin							
Stormwater Fund	1,108,497	0	1,124,663	1,196,000	894,600	0	4,323,760
Sanitary Sewer Fund	0	0	42,800	0	0	0	42,800
Stormwater Revenue Bond - 2001	61,000	0	0	0	0	0	61,000
Totals	1,169,497	0	1,167,463	1,196,000	894,600	0	4,427,560
Pinehurst and Windsor Crossings							
Stormwater Fund	0	0	34,125	861,684	0	0	895,809
Totals	0	0	34,125	861,684	0	0	895,809
Dera Drive/Greenland Drive							
Stormwater Fund	0	0	0	0	50,070	509,621	559,691
Totals	0	0	0	0	50,070	509,621	559,691
Westview Avenue							
Stormwater Fund	55	393,225	0	0	0	0	393,280
Stormwater Revenue Bond - 2001	3,145	0	0	0	0	0	3,145
Totals	3,200	393,225	0	0	0	0	396,425
Boxwood Lane							
Stormwater Fund	0	0	0	0	0	320,060	320,060
Totals	0	0	0	0	0	320,060	320,060
ICAR Stream Restoration							
Stormwater Fund	175,000	0	0	0	0	0	175,000
Totals	175,000	0	0	0	0	0	175,000
Pettigru Street Improvements							
Stormwater Fund	0	0	0	0	0	219,945	219,945
Sanitary Sewer Fund	0	0	0	0	0	52,432	52,432
Totals	0	0	0	0	0	272,377	272,377
TOTAL STORMWATER	2,105,899	1,972,075	1,201,588	2,057,684	944,670	2,522,249	10,804,165
PARKS AND RECREATION							
Richland Cemetery							
Property Sales	60,000	0	0	0	0	0	60,000
Totals	60,000	0	0	0	0	0	60,000
River Corridor Master Plan							
Capital Projects Fund	131,200	(131,200)	0	0	0	0	0
Federal Appropriation - FEMA	215,522	0	0	0	0	0	215,522
General Fund Transfer	85,000	(4,750)	0	0	0	0	80,250
Totals	431,722	(135,950)	0	0	0	0	295,772

Project/Funding Source	FUNDING THROUGH 12/31/2007	FY 08/09 CAPITAL BUDGET	*****Planning Years Only*****				TOTAL PROJECT COST
			FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Community Center Building Improvements							
Property Sales	367,500	100,000	0	0	0	0	467,500
Capital Projects Fund	0	0	125,000	175,000	0	0	300,000
General Fund Transfer	0	350,000	0	0	0	0	350,000
General Obligation Bond - 2003	72,500	0	0	0	0	0	72,500
General Obligation Bond - 2006	350,000	(350,000)	0	0	0	0	0
Totals	790,000	100,000	125,000	175,000	0	0	1,190,000
Riverwalk to Greenville Tech							
Federal Appropriation - USDOT	482,510	0	0	0	0	0	482,510
State Grants	242,830	0	0	0	0	0	242,830
Capital Projects Fund	283,823	0	0	0	0	0	283,823
Sunday Alcohol Permits Fund	241,185	0	0	0	0	0	241,185
General Obligation Bond - 2006	1,000,000	0	0	0	0	0	1,000,000
Totals	2,250,348	0	0	0	0	0	2,250,348
Neighborhood Park Improvements							
General Obligation Bond - 2001	140,529	0	0	0	0	0	140,529
General Obligation Bond - 2003	500,000	0	0	0	0	0	500,000
General Obligation Bond - 2006	650,000	0	0	0	0	0	650,000
Totals	1,290,529	0	0	0	0	0	1,290,529
I-385 Landscaping							
Greenville Water Commission	750,000	0	0	0	0	0	750,000
Federal Appropriation - USDOT	351,000	0	0	0	0	0	351,000
Greenville County	118,700	0	0	0	0	0	118,700
Hospitality Tax Fund	0	76,800	0	0	0	0	76,800
Capital Projects Fund	54,000	0	0	0	0	0	54,000
SCDOT Reimbursement	800,000	0	0	0	0	0	800,000
General Obligation Bond - 2003	200,000	0	0	0	0	0	200,000
Totals	2,273,700	76,800	0	0	0	0	2,350,500
Stone Avenue Streetscape							
Hospitality Tax Fund	62,676	0	0	0	0	0	62,676
Capital Projects Fund	110,420	0	0	0	0	0	110,420
Viola Street Tax Increment Fund	137,324	0	0	0	0	0	137,324
Totals	310,420	0	0	0	0	0	310,420
Main Street Trees							
CBD Tax Increment Bond - 2002	11,870	0	0	0	0	0	11,870
CBD Tax Increment Bond - 2003	14,313	0	0	0	0	0	14,313
CBD Tax Increment Fund	161,985	150,000	150,000	150,000	150,000	150,000	911,985
Totals	188,168	150,000	150,000	150,000	150,000	150,000	938,168
Cleveland Park Repairs & NBHD Access							
Hospitality Tax Fund	483,000	254,100	186,900	0	0	0	924,000
Totals	483,000	254,100	186,900	0	0	0	924,000
Tennis & Basketball Court Improvements							
Hospitality Tax Fund	253,000	259,000	264,500	0	0	0	776,500
Totals	253,000	259,000	264,500	0	0	0	776,500
Trails and Greenways							
Federal Appropriation - FTA	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Totals	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Reedy River Regional Park							
Hospitality Tax Fund	0	125,000	125,000	125,000	125,000	125,000	625,000
Totals	0	125,000	125,000	125,000	125,000	125,000	625,000
Reedy River Trail Expansion							
Hospitality Tax Fund	0	250,000	0	0	0	0	250,000
Certificate of Participation - Series 2010	0	0	5,500,000	0	0	0	5,500,000
Totals	0	250,000	5,500,000	0	0	0	5,750,000

Project/Funding Source	FUNDING THROUGH 12/31/2007	FY 08/09 CAPITAL BUDGET	*****Planning Years Only*****				TOTAL PROJECT COST
			FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Cleveland Park Trail Rehabilitation							
Hospitality Tax Fund	0	0	0	0	1,122,000	0	1,122,000
Sunday Alcohol Permits Fund	0	0	0	82,000	175,000	0	257,000
Totals	0	0	0	82,000	1,297,000	0	1,379,000
TOTAL PARKS AND RECREATION	8,330,887	1,278,950	6,551,400	732,000	1,772,000	475,000	19,140,237
ECONOMIC DEVELOPMENT							
SC Children's Theater							
West End Tax Increment Fund	562,101	(557,665)	0	0	0	0	4,436
Totals	562,101	(557,665)	0	0	0	0	4,436
Piazza Bergamo							
CBD Tax Increment Fund	670,000	0	0	0	0	0	670,000
Property Sales	90,000	0	0	0	0	0	90,000
Capital Projects Fund	340,000	0	0	0	0	0	340,000
Totals	1,100,000	0	0	0	0	0	1,100,000
South Financial - Project POGO							
State Grants	1,500,000	0	0	0	0	0	1,500,000
Greenville Water Commission	172,000	0	0	0	0	0	172,000
Greenville Local Development Corporation	300,000	0	0	0	0	0	300,000
State Revenue	141,300	0	0	0	0	0	141,300
Property Sales	636,700	0	0	0	0	0	636,700
Totals	2,750,000	0	0	0	0	0	2,750,000
McBee Station							
Stormwater Revenue Bond - 2001	647,500	0	0	0	0	0	647,500
General Fund Transfer	830,444	0	0	0	0	0	830,444
Greenville Local Development Corporation	500,000	0	0	0	0	0	500,000
General Obligation Bond - 2003	428,000	0	0	0	0	0	428,000
Totals	2,405,944	0	0	0	0	0	2,405,944
Carolina First Center							
State Grants	7,000,000	0	0	0	0	0	7,000,000
Naming Rights - Bonded	3,000,000	0	0	0	0	0	3,000,000
Carolina First Center Fund	0	1,088,425	0	0	0	0	1,088,425
Textile Hall - ATME-I	1,116,815	0	0	0	0	0	1,116,815
Hospitality Tax Fund	1,151,573	0	0	0	0	0	1,151,573
General Obligation Bond - 2006	309,958	0	0	0	0	0	309,958
Sunday Alcohol Permits Fund	300,000	0	0	0	0	0	300,000
General Obligation Bond - 2001	261,559	0	0	0	0	0	261,559
Certificate of Participation - Series 2001	1,395,417	0	0	0	0	0	1,395,417
Certificate of Participation - Series 2004	5,274,592	0	0	0	0	0	5,274,592
Federal Appropriation - Dept of Justice	1,088,425	(1,088,425)	0	0	0	0	0
Totals	20,898,339	0	0	0	0	0	20,898,339
Carolina First Center Roof Replacement							
Certificate of Participation - Series 2012	0	0	0	0	1,420,000	0	1,420,000
Totals	0	0	0	0	1,420,000	0	1,420,000
Carolina First Center Kitchen Expansion							
Sunday Alcohol Permits Fund	0	0	0	150,000	0	0	150,000
Certificate of Participation - Series 2012	0	0	0	0	2,210,000	0	2,210,000
Totals	0	0	0	150,000	2,210,000	0	2,360,000
RiverPlace Phase I							
Certificate of Participation - Series 2001	500,000	0	0	0	0	0	500,000
CBD Tax Increment Fund	2,611,735	0	0	0	0	0	2,611,735
CBD Tax Increment Bond - 2002	950,000	0	0	0	0	0	950,000
CBD Tax Increment Bond - 2003	8,193,000	0	0	0	0	0	8,193,000
CBD Tax Increment Bond - 2006	496,528	0	0	0	0	0	496,528
Greenville Water Commission	800,000	200,000	0	0	0	0	1,000,000
Parking Fund	505,000	0	0	0	0	0	505,000
Hospitality Tax Fund	243,189	0	0	0	0	0	243,189
Capital Projects Fund	100,000	0	0	0	0	0	100,000
Totals	14,399,452	200,000	0	0	0	0	14,599,452

Project/Funding Source	FUNDING THROUGH 12/31/2007	FY 08/09 CAPITAL BUDGET	*****Planning Years Only*****				TOTAL PROJECT COST
			FY 09/10	FY 10/11	FY 11/12	FY 12/13	
RiverPlace - Phase IIB							
Greenville Water Commission	0	245,000	0	0	0	0	245,000
Parking Enterprise Fund	0	285,000	0	0	0	0	285,000
West End Tax Increment Fund	0	768,000	0	0	0	0	768,000
Property Sales	0	370,000	0	0	0	0	370,000
Totals	0	1,668,000	0	0	0	0	1,668,000
Pendleton West							
General Obligation Bond - 2003	112,500	0	0	0	0	0	112,500
Greenville Local Development Corporation	86,500	0	0	0	0	0	86,500
Totals	199,000	0	0	0	0	0	199,000
Fresh Market							
Sanitary Sewer Fund	20,000	0	0	0	0	0	20,000
Stormwater Fund	50,000	0	0	0	0	0	50,000
State Revenue	132,000	0	0	0	0	0	132,000
Capital Projects Fund	318,000	0	0	0	0	0	318,000
Totals	520,000	0	0	0	0	0	520,000
City Hall Plaza							
Property Sales	275,000	492,750	0	0	0	0	767,750
Totals	275,000	492,750	0	0	0	0	767,750
Auditorium Site Redevelopment							
CBD Tax Increment Fund	0	0	0	600,000	0	0	600,000
Totals	0	0	0	600,000	0	0	600,000
Palmetto Bank							
CBD Tax Increment Fund	135,000	0	0	0	0	0	135,000
Totals	135,000	0	0	0	0	0	135,000
Haywood Road Master Plan							
Property Sales	0	50,000	0	0	0	0	50,000
Greenville Local Development Corporation	0	50,000	0	0	0	0	50,000
Donations	0	50,000	0	0	0	0	50,000
Totals	0	150,000	0	0	0	0	150,000
TOTAL ECONOMIC DEVELOPMENT	43,244,836	1,953,085	0	750,000	3,630,000	0	49,577,921
NEIGHBORHOOD REVITALIZATION							
Hudson Street Improvements							
Property Sales	160,000	(31,386)	0	0	0	0	128,614
Totals	160,000	(31,386)	0	0	0	0	128,614
Kroc Center							
Property Sales	0	31,386	0	0	0	0	31,386
Capital Projects Fund	0	131,200	0	0	0	0	131,200
General Fund Transfer	0	4,750	0	0	0	0	4,750
West End Tax Increment Fund	0	28,664	0	0	0	0	28,664
Totals	0	196,000	0	0	0	0	196,000
Haynie-Sirrine							
Federal Appropriation - EPA	96,250	0	0	0	0	0	96,250
Property Sales	95,000	0	0	0	0	0	95,000
Revolving House Fund	75,000	0	0	0	0	0	75,000
Capital Projects Fund	508,750	0	0	0	0	0	508,750
Totals	775,000	0	0	0	0	0	775,000
Green Avenue Improvements Phase I							
State "C" Funds	82,877	0	0	0	0	0	82,877
Capital Projects Fund	57,000	0	0	0	0	0	57,000
Sanitary Sewer Fund	103,000	0	0	0	0	0	103,000
Stormwater Fund	205,000	0	0	0	0	0	205,000
General Obligation Bond - 2001	200,000	0	0	0	0	0	200,000
General Obligation Bond - 2003	570,000	0	0	0	0	0	570,000
General Obligation Bond - 2006	164,000	0	0	0	0	0	164,000
Totals	1,381,877	0	0	0	0	0	1,381,877

Project/Funding Source	FUNDING THROUGH 12/31/2007	FY 08/09 CAPITAL BUDGET	*****Planning Years Only*****				TOTAL PROJECT COST
			FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Green Avenue Improvements Phase II							
Capital Projects Fund	0	0	329,000	0	0	0	329,000
Sanitary Sewer Fund	0	121,000	0	0	0	0	121,000
Stormwater Fund	0	319,814	80,000	0	0	0	399,814
General Obligation Bond - 2006	0	460,825	0	0	0	0	460,825
Totals	0	901,639	409,000	0	0	0	1,310,639
Greenline-Spartanburg Improvements Phase IA							
Capital Projects Fund	300,000	0	0	0	0	0	300,000
General Fund Transfer	259,375	0	0	0	0	0	259,375
Sanitary Sewer Fund	145,000	0	0	0	0	0	145,000
General Obligation Bond - 2003	320,000	0	0	0	0	0	320,000
Property Sales	318,000	0	0	0	0	0	318,000
Totals	1,342,375	0	0	0	0	0	1,342,375
Jesse Jackson Townhomes/HOPE VI							
General Fund Transfer	225,500	0	0	0	0	0	225,500
Capital Projects Fund	75,000	0	0	0	0	0	75,000
General Obligation Bond - 2003	0	28,000	0	0	0	0	28,000
General Obligation Bond - 2006	2,099,500	72,000	0	0	0	0	2,171,500
Greenville Housing Authority	0	100,000	0	0	0	0	100,000
Stormwater Fund	250,000	0	0	0	0	0	250,000
Sanitary Sewer Fund	250,000	0	0	0	0	0	250,000
Totals	2,900,000	200,000	0	0	0	0	3,100,000
West Greenville Improvements Phase I							
General Obligation Bond - 2003	355,000	0	0	0	0	0	355,000
Stormwater Fund	22,000	0	0	0	0	0	22,000
Totals	377,000	0	0	0	0	0	377,000
West Greenville Improvements Phase II							
Stormwater Fund	0	0	0	0	36,960	65,489	102,449
Capital Projects Fund	0	0	0	71,000	450,000	450,000	971,000
Totals	0	0	0	71,000	486,960	515,489	1,073,449
TOTAL NEIGHBORHOOD REVITALIZATION	6,936,252	1,266,253	409,000	71,000	486,960	515,489	9,684,954
PUBLIC SAFETY							
East Area Fire Station							
Property Sales	0	75,000	0	0	0	0	75,000
General Obligation Bond - 2010	0	0	2,700,000	0	0	0	2,700,000
Totals	0	75,000	2,700,000	0	0	0	2,775,000
Fire Alarm Replacement							
General Obligation Bond - 2003	0	50,000	0	0	0	0	50,000
Capital Projects Fund	0	0	50,000	50,000	50,000	50,000	200,000
Totals	0	50,000	50,000	50,000	50,000	50,000	250,000
TOTAL PUBLIC SAFETY	0	125,000	2,750,000	50,000	50,000	50,000	3,025,000
TOTAL, ALL PROJECTS	85,654,945	9,384,863	14,487,388	12,670,584	10,006,130	9,240,238	141,444,148

CIP SUMMARY SCHEDULE BY FUNDING SOURCE

Funding Source/Project	COMMITTED FUNDING	FY 08/09	*****Planning Years Only*****				TOTAL FUNDING
		CAPITAL BUDGET	FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Capital Projects Fund							
East North Street Intersections	171,800	0	0	0	0	0	171,800
S. Spring/Falls/E. Broad Street Improvements	69,978	0	0	0	0	0	69,978
River Corridor Master Plan	131,200	(131,200)	0	0	0	0	0
Riverwalk to Greenville Tech	283,823	0	0	0	0	0	283,823
I-385 Landscaping	54,000	0	0	0	0	0	54,000
Stone Avenue Streetscape	110,420	0	0	0	0	0	110,420
RiverPlace - Phase I	100,000	0	0	0	0	0	100,000
Piazza Bergamo	340,000	0	0	0	0	0	340,000
Haynie-Sirrione	508,750	0	0	0	0	0	508,750
Green Avenue Improvements Phase I	57,000	0	0	0	0	0	57,000
Green Avenue Improvements Phase II	0	0	329,000	0	0	0	329,000
Greenline-Spartanburg Improvements Phase IA	300,000	0	0	0	0	0	300,000
Fresh Market	318,000	0	0	0	0	0	318,000
Jesse Jackson Townhomes/HOPE VI	75,000	0	0	0	0	0	75,000
Kroc Center	0	131,200	0	0	0	0	131,200
Fire Alarm Replacement	0	0	50,000	50,000	50,000	50,000	200,000
West Greenville Improvements Phase II	0	0	0	71,000	450,000	450,000	971,000
Community Center Building Improvements	0	0	125,000	175,000	0	0	300,000
Subtotal, Capital Projects Fund	2,519,971	0	504,000	296,000	500,000	500,000	4,319,971
Carolina First Center Fund							
Carolina First Center	0	1,088,425	0	0	0	0	1,088,425
CBD Tax Increment Bond - 2002							
S. Spring/Falls/E. Broad Street Improvements	180,022	0	0	0	0	0	180,022
Main Street Trees	11,870	0	0	0	0	0	11,870
RiverPlace Phase I	950,000	0	0	0	0	0	950,000
Subtotal, CDB Tax Increment Bond - 2002	1,141,892	0	0	0	0	0	1,141,892
CBD Tax Increment Bond - 2003							
Main Street Trees	14,313	0	0	0	0	0	14,313
RiverPlace - Phase I	8,193,000	0	0	0	0	0	8,193,000
Subtotal, CDB Tax Increment Bond - 2003	8,207,313	0	0	0	0	0	8,207,313
CBD Tax Increment Bond - 2006							
RiverPlace - Phase I	496,528	0	0	0	0	0	496,528
Subtotal, CDB Tax Increment Bond - 2006	496,528	0	0	0	0	0	496,528
CBD Tax Increment Fund							
Main Street Trees	161,985	150,000	150,000	150,000	150,000	150,000	911,985
RiverPlace - Phase I	2,611,735	0	0	0	0	0	2,611,735
West Washington Street Improvements	100,000	0	0	0	0	0	100,000
South Laurens Street Improvements	200,000	0	0	0	0	0	200,000
S. Spring/Falls/E. Broad Street Improvements	118,000	145,000	0	0	0	0	263,000
Palmetto Bank	135,000	0	0	0	0	0	135,000
Auditorium Site Redevelopment	0	0	0	600,000	0	0	600,000
Falls/Spring Street Improvements	0	0	265,000	2,562,500	162,500	1,857,500	4,847,500
East McBee Avenue Improvements	0	475,000	0	0	0	0	475,000
East Broad Street Improvements	0	210,000	0	1,488,000	1,128,000	0	2,826,000
Downtown Project Contingency	0	0	1,000,000	0	0	0	1,000,000
Piazza Bergamo	670,000	0	0	0	0	0	670,000
Subtotal, CDB Tax Increment Fund	3,996,720	980,000	1,415,000	4,800,500	1,440,500	2,007,500	14,640,220
Certificate of Participation - Series 2001							
Carolina First Center	1,395,417	0	0	0	0	0	1,395,417
RiverPlace - Phase I	500,000	0	0	0	0	0	500,000
Subtotal, Certificate of Participation - Series 2001	1,895,417	0	0	0	0	0	1,895,417
Certif. of Participation - Series 2004							
Carolina First Center	5,274,592	0	0	0	0	0	5,274,592
Certificate of Participation - Series 2010							
Reedy River Trail Expansion	0	0	5,500,000	0	0	0	5,500,000

Funding Source/Project	COMMITTED FUNDING	FY 08/09	*****Planning Years Only*****				TOTAL FUNDING
		CAPITAL BUDGET	FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Certificate of Participation - Series 2012							
Carolina First Center Kitchen Expansion	0	0	0	0	2,210,000	0	2,210,000
Carolina First Center Roof Replacement	0	0	0	0	1,420,000	0	1,420,000
Subtotal, Certificate of Participation - Series 2012	0	0	0	0	3,630,000	0	3,630,000
Donations							
Haywood Road Master Plan	0	50,000	0	0	0	0	50,000
Federal Appropriation-FTA							
Trails and Greenways	0	200,000	200,000	200,000	200,000	200,000	1,000,000
NSTEP (New Sidewalk Targeted Expansion Program)	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Subtotal, Federal Appropriation - EPA	0	400,000	400,000	400,000	400,000	400,000	2,000,000
Federal Appropriation-EPA							
Haynie-Sirrione	96,250	0	0	0	0	0	96,250
Federal Appropriation - FEMA							
River Corridor Master Plan	215,522	0	0	0	0	0	215,522
Federal Appropriation - USDOT							
I-385 Landscaping	351,000	0	0	0	0	0	351,000
Riverwalk to Greenville Tech	482,510	0	0	0	0	0	482,510
Subtotal, Federal Appropriation - USDOT	833,510	0	0	0	0	0	833,510
Federal Appropriation - Dept of Justice							
Carolina First Center	1,088,425	(1,088,425)	0	0	0	0	0
Federal Appropriation - SAFETEA-LU							
Fairforest Way Rehabilitation	5,600,000	0	0	0	0	0	5,600,000
ICAR Road "C"	1,200,000	0	0	0	0	0	1,200,000
Subtotal, Fed. Appropriation - SAFETEA-LU	6,800,000	0	0	0	0	0	6,800,000
General Fund Transfer							
NSTEP (New Sidewalk Targeted Expansion Program)	4,200,000	150,000	500,000	500,000	500,000	500,000	6,350,000
Street Resurfacing	1,000,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Community Center Building Improvements	0	350,000	0	0	0	0	350,000
Five-Year Bike Lane Program	0	45,000	45,000	45,000	45,000	45,000	225,000
Kroc Center	0	4,750	0	0	0	0	4,750
River Corridor Master Plan	85,000	(4,750)	0	0	0	0	80,250
McBee Station	830,444	0	0	0	0	0	830,444
Greenline-Spartanburg Improvements Phase IA	259,375	0	0	0	0	0	259,375
Jesse Jackson Townhomes/HOPE VI	225,500	0	0	0	0	0	225,500
Subtotal, General Fund Transfer	6,600,319	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	11,825,319
General Obligation Bond - 2001							
NSTEP (New Sidewalk Targeted Expansion Program)	500,000	0	0	0	0	0	500,000
West Washington Street Improvements	135,240	0	0	0	0	0	135,240
Neighborhood Park Improvements	140,529	0	0	0	0	0	140,529
Carolina First Center	261,559	0	0	0	0	0	261,559
Green Avenue Improvements Phase I	200,000	0	0	0	0	0	200,000
Subtotal, General Obligation Bond - 2001	1,237,328	0	0	0	0	0	1,237,328
General Obligation Bond - 2003							
Community Center Building Improvements	72,500	0	0	0	0	0	72,500
Neighborhood Park Improvements	500,000	0	0	0	0	0	500,000
I-385 Landscaping	200,000	0	0	0	0	0	200,000
McBee Station	428,000	0	0	0	0	0	428,000
Pendleton West	112,500	0	0	0	0	0	112,500
Jesse Jackson Townhomes/HOPE VI	0	28,000	0	0	0	0	28,000
ICAR Road "C"	0	134,000	0	0	0	0	134,000
Fire Alarm Replacement	0	50,000	0	0	0	0	50,000
Green Avenue Improvements Phase I	570,000	0	0	0	0	0	570,000
Greenline-Spartanburg Improvements Phase IA	320,000	0	0	0	0	0	320,000
West Greenville Improvements Phase I	355,000	0	0	0	0	0	355,000
Subtotal, General Obligation Bond - 2003	2,558,000	212,000	0	0	0	0	2,770,000

Funding Source/Project	COMMITTED FUNDING	FY 08/09	*****Planning Years Only*****				TOTAL FUNDING
		CAPITAL BUDGET	FY 09/10	FY 10/11	FY 11/12	FY 12/13	
General Obligation Bond - 2006							
Reedy River Bank Restoration	758,000	0	0	0	0	0	758,000
Community Center Building Improvements	350,000	(350,000)	0	0	0	0	0
NSTEP (New Sidewalk Targeted Expansion Program)	0	350,000	0	0	0	0	350,000
Riverwalk to Greenville Tech	1,000,000	0	0	0	0	0	1,000,000
Neighborhood Park Improvements	650,000	0	0	0	0	0	650,000
Carolina First Center	309,958	0	0	0	0	0	309,958
Green Avenue Improvements Phase I	164,000	0	0	0	0	0	164,000
Green Avenue Improvements Phase II	0	460,825	0	0	0	0	460,825
Jesse Jackson Townhomes/HOPE VI	2,099,500	72,000	0	0	0	0	2,171,500
S. Spring/Falls/E. Broad Street Improvements	31,000	0	0	0	0	0	31,000
Fairforest Way Rehabilitation	500,000	206,000	0	0	0	0	706,000
Subtotal, General Obligation Bond - 2006	5,862,458	738,825	0	0	0	0	6,601,283
General Obligation Bond 2010							
East Area Fire Station	0	0	2,700,000	0	0	0	2,700,000
Greenville County							
NSTEP (New Sidewalk Targeted Expansion Program)	48,671	0	0	0	0	0	48,671
I-385 Landscaping	118,700	0	0	0	0	0	118,700
Subtotal, Greenville County	167,371	0	0	0	0	0	167,371
Greenville Housing Authority							
Jesse Jackson Townhomes/HOPE VI	0	100,000	0	0	0	0	100,000
Greenville Local Development Corporation							
McBee Station	500,000	0	0	0	0	0	500,000
Pendleton West	86,500	0	0	0	0	0	86,500
Haywood Road Master Plan	0	50,000	0	0	0	0	50,000
South Financial - Project POGO	300,000	0	0	0	0	0	300,000
Subtotal, Greenville Local Development Corp.	886,500	50,000	0	0	0	0	936,500
Greenville Water Commission							
South Financial - Project POGO	172,000	0	0	0	0	0	172,000
I-385 Landscaping	750,000	0	0	0	0	0	750,000
RiverPlace - Phase I	800,000	200,000	0	0	0	0	1,000,000
RiverPlace - Phase IIB	0	245,000	0	0	0	0	245,000
Subtotal, Greenville Water Commission	1,722,000	445,000	0	0	0	0	2,167,000
Hospitality Tax Fund							
Carolina First Center	1,151,573	0	0	0	0	0	1,151,573
Stone Avenue Streetscape	62,676	0	0	0	0	0	62,676
Cleveland Park Repairs and Neighborhood Access	483,000	254,100	186,900	0	0	0	924,000
Tennis and Basketball Court Improvements	253,000	259,000	264,500	0	0	0	776,500
I-385 Landscaping	0	76,800	0	0	0	0	76,800
Reedy River Regional Park	0	125,000	125,000	125,000	125,000	125,000	625,000
Reedy River Trail Expansion	0	250,000	0	0	0	0	250,000
RiverPlace - Phase I	243,189	0	0	0	0	0	243,189
Cleveland Park Trail Rehabilitation	0	0	0	0	1,122,000	0	1,122,000
Subtotal, Hospitality Tax Fund	2,193,438	964,900	576,400	125,000	1,247,000	125,000	5,231,738
Naming Rights - Bonded							
Carolina First Center	3,000,000	0	0	0	0	0	3,000,000
Parking Enterprise Fund							
RiverPlace - Phase I	505,000	0	0	0	0	0	505,000
RiverPlace - Phase IIB	0	285,000	0	0	0	0	285,000
Subtotal, Parking Enterprise Fund	505,000	285,000	0	0	0	0	790,000
Property Sales							
East North Street Intersections	70,000	0	0	0	0	0	70,000
West Washington Street Improvements	241,300	0	0	0	0	0	241,300
Richland Cemetery	60,000	0	0	0	0	0	60,000
Community Center Building Improvements	367,500	100,000	0	0	0	0	467,500
Piazza Bergamo	90,000	0	0	0	0	0	90,000
Hudson Street Improvements	160,000	(31,386)	0	0	0	0	128,614
Kroc Center	0	31,386	0	0	0	0	31,386
South Financial - Project POGO	636,700	0	0	0	0	0	636,700
RiverPlace - Phase IIB	0	370,000	0	0	0	0	370,000
Rhett Street Improvements	0	0	200,000	500,000	0	0	700,000
City Hall Plaza	275,000	492,750	0	0	0	0	767,750
Haywood Road Master Plan	0	50,000	0	0	0	0	50,000
Haynie-Sirrine	95,000	0	0	0	0	0	95,000
Greenline-Spartanburg Improvements Phase IA	318,000	0	0	0	0	0	318,000
East Area Fire Station	0	75,000	0	0	0	0	75,000
Fairforest Way Rehabilitation	678,213	0	0	0	0	0	678,213
Subtotal, Property Sales	2,991,713	1,087,750	200,000	500,000	0	0	4,779,463

Funding Source/Project	COMMITTED FUNDING	FY 08/09	*****Planning Years Only*****				TOTAL FUNDING
		CAPITAL BUDGET	FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Revolving House Fund							
Haynie-Sirrine	75,000	0	0	0	0	0	75,000
SCDOT Reimbursement							
I-385 Landscaping	800,000	0	0	0	0	0	800,000
Sanitary Sewer Fund							
Faris Circle Sanitary Sewer	34,560	0	0	0	0	0	34,560
S. Spring/Falls/E. Broad Street Improvements	1,242,000	0	0	0	0	0	1,242,000
Green Avenue Improvements Phase I	103,000	0	0	0	0	0	103,000
Green Avenue Improvements Phase II	0	121,000	0	0	0	0	121,000
Greenline-Spartanburg Improvements Phase IA	145,000	0	0	0	0	0	145,000
Jesse Jackson Townhomes/HOPE VI	250,000	0	0	0	0	0	250,000
Fresh Market	20,000	0	0	0	0	0	20,000
Pettigru Street Improvements	0	0	0	0	0	52,432	52,432
Henderson Basin	0	0	42,800	0	0	0	42,800
Phase I Sewer Improvements	0	0	250,000	375,000	0	0	625,000
Phase II Sewer Improvements	0	0	0	0	250,000	375,000	625,000
Subtotal, Sanitary Sewer Fund	1,794,560	121,000	292,800	375,000	250,000	427,432	3,260,792
Sanitary Sewer Revenue Bond - 2008							
Faris Circle Sanitary Sewer	472,500	(472,500)	0	0	0	0	0
S. Spring/Falls/E. Broad Street Improvements	1,790,000	0	0	0	0	0	1,790,000
Basin G12D Rehabilitation	1,070,000	(870,000)	0	0	0	0	200,000
Subtotal, Sanitary Sewer Revenue Bond - 2008	3,332,500	(1,342,500)	0	0	0	0	1,990,000
Solid Waste Enterprise Fund							
Landfill Capping	0	150,000	0	0	0	0	150,000
State "C" Funds							
NSTEP (New Sidewalk Targeted Expansion Program)	150,000	0	0	0	0	0	150,000
Green Avenue Improvements Phase I	82,877	0	0	0	0	0	82,877
Subtotal, State "C" Funds	232,877	0	0	0	0	0	232,877
State Clean Water Revolving Loan Fund							
Faris Circle Sanitary Sewer	0	472,500	0	0	0	0	472,500
Basin G12D Rehabilitation	0	927,500	0	0	0	0	927,500
Phase I Sewer Improvements	0	0	0	2,200,000	0	0	2,200,000
Phase II Sewer Improvements	0	0	0	0	0	2,200,000	2,200,000
Subtotal, State Clean Water Revolving Loan Fund	0	1,400,000	0	2,200,000	0	2,200,000	5,800,000
State Grants							
South Financial - Project POGO	1,500,000	0	0	0	0	0	1,500,000
Riverwalk to Greenville Tech	242,830	0	0	0	0	0	242,830
S. Spring/Falls/E. Broad Street Improvements	150,000	0	0	0	0	0	150,000
Carolina First Center	7,000,000	0	0	0	0	0	7,000,000
Subtotal, State Grants	8,892,830	0	0	0	0	0	8,892,830
State Revenue							
Reedy River Bank Restoration	500,000	0	0	0	0	0	500,000
South Financial - Project POGO	141,300	0	0	0	0	0	141,300
Fresh Market	132,000	0	0	0	0	0	132,000
Fairforest Way Rehabilitation	15,787	0	0	0	0	0	15,787
ICAR Road C	166,000	0	0	0	0	0	166,000
Subtotal, State Revenue	955,087	0	0	0	0	0	955,087
Stormwater Fund							
Reedy River Bank Restoration	164,000	0	0	0	0	0	164,000
S. Spring/Falls/E. Broad Street Improvements	1,979,577	0	0	0	0	0	1,979,577
Green Avenue Improvements Phase I	205,000	0	0	0	0	0	205,000
Green Avenue Improvements Phase II	0	319,814	80,000	0	0	0	399,814
West Greenville Improvements Phase I	22,000	0	0	0	0	0	22,000
West Greenville Improvements Phase II	0	0	0	0	36,960	65,489	102,449
Jesse Jackson Townhomes/HOPE VI	250,000	0	0	0	0	0	250,000
Armory System	0	0	0	0	0	1,420,191	1,420,191
Dera Drive & Greenland Drive	0	0	0	0	50,070	509,621	559,691
Fresh Market	50,000	0	0	0	0	0	50,000
Pettigru Street Improvements	0	0	0	0	0	219,945	219,945
Bennett, Mohawk, and Chick Springs Crossings	0	1,578,850	0	0	0	0	1,578,850
White Oak Basin	606,925	0	0	0	0	0	606,925
Henderson Basin	1,108,497	0	1,124,663	1,196,000	894,600	0	4,323,760
Pinehurst and Windsor Crossings	0	0	34,125	861,684	0	0	895,809
Westview Avenue	55	393,225	0	0	0	0	393,280
Boxwood Lane	0	0	0	0	0	320,060	320,060
ICAR Stream Restoration	175,000	0	0	0	0	0	175,000
Subtotal, Stormwater Fund	4,561,054	2,291,889	1,238,788	2,057,684	981,630	2,535,306	13,666,351

Funding Source/Project	COMMITTED FUNDING	FY 08/09	*****Planning Years Only*****				TOTAL FUNDING
		CAPITAL BUDGET	FY 09/10	FY 10/11	FY 11/12	FY 12/13	
Stormwater Revenue Bond - 2001							
S. Spring/Falls/E. Broad Street Improvements	1,350,423	0	0	0	0	0	1,350,423
IMcBee Station	647,500	0	0	0	0	0	647,500
Armory System	52,800	0	0	0	0	0	52,800
White Oak Basin	25,451	0	0	0	0	0	25,451
Bennett, Mohawk, and Chick Springs Crossings	73,026	0	0	0	0	0	73,026
Henderson Basin	61,000	0	0	0	0	0	61,000
Westview Avenue	3,145	0	0	0	0	0	3,145
Subtotal, Stormwater Revenue Bond - 2001	2,213,345	0	0	0	0	0	2,213,345
Sunday Alcohol Permits Fund							
Carolina First Center	300,000	0	0	0	0	0	300,000
Cleveland Park Trail Rehabilitation	0	0	0	82,000	175,000	0	257,000
Carolina First Center Kitchen Expansion	0	0	0	150,000	0	0	150,000
Riverwalk to Greenville Tech	241,185	0	0	0	0	0	241,185
Subtotal, Sunday Alcohol Permits Fund	541,185	0	0	232,000	175,000	0	948,185
Textile Hall-ATME-I							
Carolina First Center	1,116,815	0	0	0	0	0	1,116,815
Viola Street Tax Increment Fund							
Stone Avenue Streetscape	137,324	0	0	0	0	0	137,324
Pete Hollis Gateway Improvements	150,000	0	0	0	0	0	150,000
Subtotal, Viola Street Tax Increment Fund	287,324	0	0	0	0	0	287,324
West End Tax Increment Fund							
SC Children's Theater	562,101	(557,665)	0	0	0	0	4,436
Kroc Center	0	28,664	0	0	0	0	28,664
West Camperdown Way Resurfacing	0	92,000	0	0	0	0	92,000
River/Camperdown Signals and Lighting	0	0	0	0	337,000	0	337,000
RiverPlace - Phase IIB	0	768,000	0	0	0	0	768,000
Rhett Street Improvements	0	75,000	615,400	639,400	0	0	1,329,800
Subtotal, West End Tax Increment Fund	562,101	405,999	615,400	639,400	337,000	0	2,559,900
TOTAL, ALL FUNDING	85,654,945	9,384,863	14,487,388	12,670,584	10,006,130	9,240,238	141,444,148

APPENDICES

- A. **Appropriation Ordinance**
- B. **Authorized Staffing**
- C. **Financial Policies**
- D. **Debt Management Policy**
- E. **Summary of Outstanding Debt**
- F. **Glossary**



APPENDIX - A

Appropriation Ordinance

REVISED MAY 27, 2008

Ordinance No. 2008 - __41

AN ORDINANCE

TO PROVIDE FOR THE ADOPTION OF A CITY OPERATING BUDGET, ITS EXECUTION AND EFFECT, FOR THE FISCAL PERIOD JULY 1, 2008 THROUGH JUNE 30, 2009

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF GREENVILLE, SOUTH CAROLINA:

Section 1. In accordance with Section 1-5-16 of the 1985 Code of Ordinances of the City of Greenville, South Carolina, there is hereby adopted for the fiscal period July 1, 2008 to June 30, 2009, an operating budget for the City of Greenville, South Carolina, based on budget estimates of various funds as prepared by the City Manager and incorporated into the FY 2008-09 operating budget document, and as modified by the schedule listed in Section 2, below.

Section 2. The total revenues and expenditures for the fiscal period are estimated as follows:

	Revenues	Expenditures	Surplus/Deficit
General Fund	\$66,903,040	\$66,903,040	0
General Fund	\$66,853,040	\$66,853,040	0
<i>Internal Service Funds</i>			
Health Benefits	9,821,118	9,821,118	0
Risk Management	2,320,879	2,315,683	5,196
Fleet Services	5,203,709	5,203,709	0
<i>Special Revenue Funds</i>			
Community Development	1,063,347	1,063,347	0
HOME Program	372,988	372,988	0
HOPWA Program	268,263	268,263	0
Hospitality Tax	6,150,000	6,645,954	(495,954)
Sunday Alcohol Permits	235,000	140,000	95,000
State Accommodations	1,159,000	1,157,555	1,445
Local Accommodations	1,850,000	1,850,000	0
Victim Witness	80,500	104,053	(23,553)
Utility Burial	1,237,500	1,237,500	0
<i>Enterprise Funds</i>			
Parking	5,470,916	5,569,394	(98,478)
Stormwater Management	4,275,000	5,315,251	(1,040,251)
Sanitary Sewer	3,501,500	3,252,971	248,529
Greenville Zoo	1,927,000	1,927,000	0
Carolina First Center	6,349,810	6,349,810	0
Solid Waste	5,042,005	5,042,005	0
Transit	3,287,269	3,287,269	0
<i>Debt Service Funds</i>			
CBD Tax Increment	5,399,571	4,339,088	1,060,483
West End Tax Increment	676,573	701,020	(24,447)
Viola St. Tax Increment	307,093	48,962	258,131
Totals (memorandum only)	\$132,902,081	\$132,915,980	(\$13,899)
Totals (memorandum only)	\$132,852,081	\$132,865,980	(\$13,899)

REVISED MAY 27, 2008

Ordinance No. 2008-__41
Page 2

- Section 3. Within each fund, the City Manager shall have the authority to transfer appropriated funds within any of the designated expenditure categories, and such transfers shall be entered on the books of account of the City. Within each fund, the City Manager also shall have the authority to transfer funds across departmental accounts to implement salary adjustments and staff reorganization. The City Manager is authorized to approve job titles, pay grades, establish evaluation points, and make salary adjustments upon the recommendation of the Human Resources Director and within the amounts appropriated in this budget.
- Section 4. A bound copy of the budget document containing detailed schedules which support the appropriations set forth in Section 2, above, shall be attested by the City Clerk and maintained as an official record in the offices of the City Manager, the Director of Management and Budget, and the City Clerk.
- Section 5. The sums appropriated and set forth in the detailed schedules for personnel services shall be paid in accordance with the current pay plan, or as shown in the budget for those positions not classified under the pay plan.
- Section 6. All sums received by the City of Greenville from any source whatsoever, unless by law designated for some special fund or purpose, may be used in meeting disbursements from the General Fund, as described in Section 2, above.
- Section 7. The City Manager shall have the administrative authority to adjust Stormwater fees annually by an amount that does not exceed the increase in the Consumer Price Index for the preceding calendar year. The City Manager shall have the administrative authority to adjust Sanitary Sewer fees by an amount that does not exceed 6.5% of the current fee structure. The City Manager shall have the administrative authority to adjust the Solid Waste fee to an amount that does not exceed \$4.50 per month.
- Section 8. The City Manager is authorized to inform the County Tax Collector, or such other officer of the County as may be appropriate, to levy such ad valorem millage as will be reasonable and appropriate to raise the ad valorem revenue reflected in the approved budget, provided such millage does not exceed the current rate.
- Section 9. This Ordinance shall become effective on July 1, 2008.

DONE, RATIFIED AND PASSED THIS THE 27 DAY OF MAY, 2008.



MAYOR

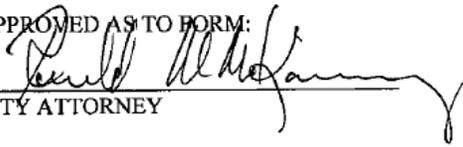
ATTEST:

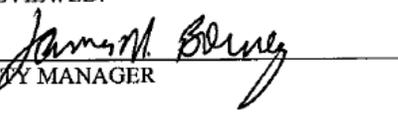


CITY CLERK INTERIM

REVISED MAY 27, 2008

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APPROVED AS TO FORM:

CITY ATTORNEY

REVIEWED:

CITY MANAGER

APPENDIX - B

Authorized Staffing

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
GENERAL FUND					
LEGISLATIVE AND ADMINISTRATIVE					
Mayor and Council					
Mayor	1	1	1	1	
Council Members	6	6	6	6	
Executive Assistant to the Mayor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	8	8	8	8	0
City Attorney's Office					
City Attorney	1	1	1	1	
Assistant City Attorney	3	3	3	3	
Legal Assistant	3	3	3	3	
Legal Office Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	8	8	8	8	0
Municipal Court					
Municipal Judge	1	1	1	1	
Assistant Municipal Court Judge (FT)	0	0	0	1	
Assistant Municipal Court Judge (PT)	5	5	4	4	
Court Bailiff (PT)	3	2	2	2	
Deputy Clerk of Court	7	8	9	8	
Judicial Operations Coordinator	1	1	1	1	
Clerk of Court	1	1	1	1	
Assistant Clerk of Court	1	1	0	0	
Senior Administrative Judge	1	1	1	1	
Administrative Judge	7	6	6	4	
Court Programs Clerk	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
	27	26	25	23	(2)
City Manager's Office					
City Manager	1	1	1	1	
Deputy City Manager	1	1	1	1	
Intergovernmental Relations Manager	0	0	0	1	
Intergovernmental Relations Specialist	1	1	0	0	
Environmental Programs Manager	0	0	1	1	
Executive Assistant to the City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	4	4	4	5	1

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
City Clerk's Office					
City Clerk	1	1	1	1	
Deputy City Clerk	1	1	1	1	
Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	3	3	3	3	0
Subtotal Full-Time Legislative and Administrative	42	42	42	41	(1)
Subtotal Part-Time Legislative and Administrative	<u>8</u>	<u>7</u>	<u>6</u>	<u>6</u>	0
Total Personnel	50	49	48	47	(1)

PUBLIC INFORMATION AND EVENTS

Public Information Division

Public Information Director	0	0	1	1	
Public Information Manager	1	1	1	0	
Graphics Coordinator	0	0	1	1	
Video Coordinator	0	0	0	1	
Web Services Manager	0	0	1	1	
Neighborhood Communication Coordinator	1	1	1	1	
Customer Service Coordinator	1	1	1	1	
Customer Service Representative	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	4	4	7	7	0

Special Events Division

Program/Event Administrator	1	1	1	0	
Accountant	0	0	0	1	
Marketing Coordinator	1	1	1	1	
Program Coordinator	1	1	1	1	
Special Events Coordinator	1	1	1	1	
Saturday Market Coordinator	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	
	4	4	5	5	0
Subtotal Full-Time Public Information and Events	8	8	12	12	0
Subtotal Part-Time Public Information and Events	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	8	8	12	12	0

ECONOMIC DEVELOPMENT

Economic Development

Director of Economic and Community Development	1	1	1	1	
Marketing Strategist	1	1	1	1	
Downtown Development Manager	1	1	1	1	
Economic Development Administrator	1	1	1	1	
Economic Development Analyst	1	1	1	1	
Economic Development Representative	1	1	1	1	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	7	7	7	7	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Planning and Zoning Division					
Planning and Development Manager	1	1	1	1	
Zoning Administrator	1	1	1	1	
Zoning Officer	2	1	1	1	
Development Planner	0	2	2	2	
Administrative Assistant	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	4	6	6	6	0
Building and Property Maintenance Division					
Building Codes Administrator	1	1	1	1	
Chief of Inspections	1	1	1	1	
Plans Examiner	1	2	2	2	
Permit and License Specialist	1	1	1	1	
Permit and License Technician	3	3	3	3	
Clerical Supervisor	1	1	1	1	
Paralegal Clerk	1	1	1	1	
Inspector	9	9	9	9	
Code Enforcement Supervisor	1	1	1	1	
Code Enforcement Officer	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>	
	23	25	25	25	0
Subtotal Full-Time Economic Development	34	38	38	38	0
Subtotal Part-Time Economic Development	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	34	38	38	38	0
HUMAN RESOURCES					
Human Resources					
Human Resources Director	1	1	1	1	
Benefits Administrator	1	1	1	1	
Compensation Manager	1	1	1	1	
Employment/EEO Administrator	1	1	1	1	
Human Resources Assistant	1	1	1	1	
HR Office Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	6	6	6	6	0
Occupational Health					
Health Clinic Administrator	1	1	1	1	
Medical Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	2	2	2	2	0
Subtotal Full-Time Human Resources	8	8	8	8	0
Subtotal Part-Time Human Resources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	8	8	8	8	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
OFFICE OF MANAGEMENT AND BUDGET (OMB)					
Administration Division					
Director of Management and Budget	1	1	1	1	
Assistant Director of Management and Budget	2	2	1	1	
Grants Specialist	1	1	1	1	
Business License Supervisor	1	1	1	0	
Business License Auditor	1	1	1	0	
Business License Officer	2	3	3	0	
Administrative Assistant	1	1	1	0	
Accounting Technician	0	0	0	1	
Budget Administrator	0	0	1	1	
Budget Analyst	1	1	1	1	
Accountant	0	0	1	0	
Budget Analyst / Internal Auditor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	11	12	13	7	(6)
Accounting Division					
Comptroller	1	1	1	1	
Assistant Comptroller	0	1	1	0	
Accounting Supervisor	2	1	1	1	
Senior Accountant	2	2	2	2	
Accountant	3	3	2	1	
Accounting Technician	1	1	1	0	
Payroll Accountant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	10	10	9	6	(3)
Revenue Division					
Revenue Administrator	0	0	0	1	
Business License Auditor	0	0	0	1	
Business License Officer	0	0	0	3	
Senior Accountant	0	0	0	1	
Accountant	0	0	0	2	
Accounting Technician	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	
	0	0	0	9	9
Purchasing Division					
Fiscal Support Administrator	1	1	1	1	
Records Manager	0	0	1	1	
Records/Mail Clerk	0	0	1	1	
Buyer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	
	3	3	5	5	0
MIS					
Information Technology Manager	0	0	1	1	
Enterprise Applications Manager	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	
	0	0	2	2	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	Net Change
GIS					
GIS Administrator	1	1	1	1	
GIS Analyst	1	1	2	2	
GIS Senior Analyst	1	1	1	1	
GIS Specialist	0	0	1	1	
GIS Technician	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	
	5	5	5	5	0
Subtotal Full-Time OMB	29	30	34	34	0
Subtotal Part-Time OMB	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	29	30	34	34	0
POLICE DEPARTMENT					
Police Chief's Office					
Police Chief	1	1	1	1	
Police Lieutenant	1	1	1	1	
Police Sergeant	0	0	0	1	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	
	3	3	3	5	2
Administration Division					
Police Captain	1	1	1	1	
Fiscal Specialist	0	0	0	1	
Payroll Specialist	1	1	1	1	
Police Corporal	0	0	0	4	
Police Sergeant	0	0	0	2	
Police Accreditation Analyst	0	0	0	1	
Crime Analyst	0	0	0	2	
Data Entry Operator	0	0	0	1	
Secretary	0	0	0	1	
Support Services Administrator	1	1	1	0	
Desk Officer (PT)	<u>6</u>	<u>6</u>	<u>6</u>	<u>3</u>	
	9	9	9	17	8
Operations Division					
Police Major	0	0	0	1	
Police Captain	1	1	1	2	
Police Lieutenant	3	3	3	4	
Police Sergeant	8	8	8	12	
Police Corporal	26	26	26	35	
Police Officer	44	53	53	57	
Animal Control Officer	0	2	2	0	
Administrative Support	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	
	83	94	94	113	19

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Investigations and Support Services Division					
Police Major	0	0	0	1	
Police Captain	1	1	1	0	
Police Lieutenant	2	2	2	3	
Police Sergeant	3	3	3	5	
Police Corporal	0	0	0	29	
Detective	29	29	29	28	
Police Officer	0	0	0	3	
Desk Officer (PT)	0	0	0	1	
Investigative Services Specialist	3	3	3	3	
Animal Control Officer	0	0	0	2	
Crime Stopper Specialist	1	1	1	1	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	40	40	40	77	37
Communications Section					
Communication Division Administrator	1	1	1	1	
Communication Division Asst. Administrator	1	1	1	1	
Communications Specialist	<u>27</u>	<u>27</u>	<u>29</u>	<u>29</u>	
	29	29	31	31	0
Professional Standards Division					
Police Captain	1	1	1	0	
Police Corporal	1	1	1	0	
Police Sergeant	1	1	1	0	
Police Accreditation Analyst	1	1	1	0	
Crime Analyst	1	1	1	0	
Data Entry Operator	1	1	1	0	
Desk Officer (PT)	1	1	1	0	
Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	
	8	8	8	0	(8)
Traffic Enforcement Division					
Police Lieutenant	1	1	1	0	
Police Sergeant	2	2	2	0	
Police Corporal	7	7	7	0	
Police Officer	6	6	6	0	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	
	17	17	17	0	(17)
Community Services Division					
Police Lieutenant	1	1	1	0	
Police Sergeant	3	3	3	0	
Police Corporal	26	26	26	0	
Recreational Activity Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	
	31	31	31	0	(31)

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	Net Change
Support Services Division					
Police Lieutenant	1	1	1	0	
Police Sergeant	1	1	1	0	
Police Corporal	<u>10</u>	<u>10</u>	<u>10</u>	<u>0</u>	
	12	12	12	0	(12)
Subtotal Full-Time Police	225	236	238	239	1
Subtotal Part-Time Police	<u>7</u>	<u>7</u>	<u>7</u>	<u>4</u>	(3)
Total Personnel	232	243	245	243	(2)
FIRE DEPARTMENT					
Administration					
Fire Chief	1	1	1	1	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	2	2	2	2	0
Fire Prevention Division					
Administrative Assistant	1	1	1	1	
Fire Marshal	1	1	1	1	
Assistant Fire Marshal	1	1	1	1	
Deputy Fire Marshal	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	
	5	5	5	5	0
Fire Suppression Division					
Assistant Fire Chief	3	3	3	3	
Fire Battalion Chief	3	3	3	3	
Fire Captain	6	6	6	6	
Fire Lieutenant	24	24	24	24	
Firefighter	78	78	75	75	
Fire Specialist	<u>18</u>	<u>18</u>	<u>21</u>	<u>21</u>	
	132	132	132	132	0
Fire Services Division					
Assistant Fire Chief	1	1	1	1	
Fire Captain	2	2	1	1	
Fire Alarm Supervisor	1	1	1	1	
Assistant Fire Alarm Supervisor	1	0	0	0	
Technical Services Specialist	0	1	1	1	
Chief Mechanic	1	1	1	1	
Resource Management Officer	0	0	1	1	
Asst. Chief Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	7	7	7	7	0
Subtotal Full-Time Fire	146	146	146	146	0
Subtotal Part-Time Fire	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	146	146	146	146	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
PUBLIC WORKS DEPARTMENT					
Administration					
Public Works Director	1	1	1	1	
Assistant Public Works Director	1	1	1	1	
Trails and Greenways Coordinator	0	0	0	1	
Administrative Assistant	1	1	1	1	
Urban Designer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	4	4	4	5	1
Traffic Engineering Division					
Assistant City Engineer - Traffic	1	1	1	1	
Traffic Control Supervisor	1	1	1	1	
Traffic Operations Engineer	1	1	1	1	
Senior Signal System Technician	1	1	1	1	
Signal System Technician	1	1	1	1	
Senior Traffic Control Technician	4	4	4	4	
Senior Sign Supply/Traffic Control Technician	1	1	1	1	
Traffic Control Technician	4	4	4	4	
Traffic Engineering Technician	1	1	1	1	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	16	16	16	16	0
Engineering Division					
Engineering Services Manager	1	1	1	1	
Assistant City Engineer - Civil	1	1	1	1	
Assistant City Engineer - Construction Inspection	1	1	1	1	
Senior Civil Engineer	1	2	1	1	
Civil Engineer	1	0	1	1	
Engineering Technician	1	1	1	1	
City Surveyor	1	1	1	1	
Secretary	1	1	1	1	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	9	9	9	9	0
Streets Division					
Superintendent of Streets	1	1	1	1	
Operations Assistant	1	1	1	1	
Supply Services Manager	0	0	0	1	
Supply Specialist Assistant	0	0	0	1	
Supervisor	5	5	5	5	
Skilled Laborer	4	4	4	4	
Semi-Skilled Laborer	3	2	2	2	
Motor Equipment Operator	<u>13</u>	<u>14</u>	<u>14</u>	<u>14</u>	
	27	27	27	29	2

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Construction Inspection Bureau					
Capital Projects Manager	1	1	1	1	
Public Works Inspector	2	1	2	2	
Senior Public Works Inspector	3	4	3	3	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	7	7	7	7	0
Residential Collection Division					
Solid Waste Administrator	1	1	0	0	
Administrative Assistant - Solid Waste	1	1	0	0	
Customer Service Representative	1	1	0	0	
Supervisor	3	3	0	0	
Flatbed Cart Delivery Operator	18	17	0	0	
Clam Operator	4	4	0	0	
Bobcat Operator	1	0	0	0	
Side loader Operator	5	4	0	0	
Rear Loader/Tractor Operator	9	9	0	0	
Roll-off Operator	1	1	0	0	
Tractor Trailer Operator	2	2	0	0	
Leaf Loader Operator	0	1	0	0	
Personnel Carrier	1	1	0	0	
Solid Waste Collector	<u>4</u>	<u>5</u>	<u>0</u>	<u>0</u>	
	51	50	0	0	0
Recycling Division					
Recycling Collector	3	4	0	0	
Recycling Driver	3	3	0	0	
Recycling Coordinator	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	
	7	8	0	0	0
Fleet and Safety Services Division					
Fleet & Safety Services Administrator	1	1	1	0	
Garage Superintendent	1	1	1	0	
Maintenance Technician	1	1	1	0	
Safety Training Officer	1	1	1	0	
Supply Services Manager	1	1	1	0	
Supply Specialist Assistant	0	1	1	0	
Shop Foreman	1	1	1	0	
Mechanic	8	7	7	0	
Operations Assistant	1	1	1	0	
Service Writer	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	
	16	16	16	0	(16)

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Building Services Division					
Building Facilities Administrator	1	1	1	1	
Building Maintenance Technician	10	8	8	8	
Building Maintenance Supervisor	0	2	2	2	
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	12	12	12	12	0
CBD Work Crew					
Motor Equipment Operator	0	0	2	2	
Skilled Laborer	0	0	1	1	
Supervisor	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	
	0	0	4	4	0
Subtotal Full-Time Public Works	149	149	95	82	(13)
Subtotal Part-Time Public Works	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	149	149	95	82	(13)
PARKS AND RECREATION DEPARTMENT					
Parks and Recreation Administration					
Director of Parks and Recreation	1	1	1	1	
Accountant	1	1	1	0	
Administrative Assistant	1	1	1	1	
Shop Superintendent	1	1	1	1	
Small Engine Mechanic	1	1	1	1	
Operations Assistant	1	1	1	1	
Secretary	1	1	1	1	
Summer Laborer (PT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	8	8	8	7	(1)
Youth Programs Division					
Community Programs Manager	0	1	1	1	
Youth Sports Coordinator	1	1	1	1	
Youth Program Coordinator	1	0	0	0	
Youth Program Clerk (PT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	3	3	3	3	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Community Centers Division					
Asst. Community Center Supervisor	3	3	3	3	
Community Center Supervisor	4	4	4	4	
Community Center Supervisor (PT)	1	1	1	1	
Community Center Specialist	1	0	0	0	
Assistant Community Programs Manager	0	1	1	1	
Custodian	2	2	2	2	
Custodian (PT)	1	1	1	1	
Junior Leaders (PT - Summer)	16	16	16	16	
Playground Coordinator (PT - Summer)	1	1	1	1	
Lifeguard (PT - Summer)	3	3	3	3	
Pool Deck Assistant (PT - Summer)	2	2	2	2	
Pool Manager (PT - Summer)	1	1	1	1	
Recreation Leader (PT)	8	8	8	8	
Recreation Leader (PT - Summer)	10	10	10	10	
Teacher Asst./Tutorial & Life Skills (PT - Summer)	5	5	5	5	
Teacher/Tutorial & Life Skills (PT - Summer)	3	3	3	3	
Teacher - Recreation Program - Temporary	0	1	1	1	
Teacher - Recreation Program (PT)	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	
	63	62	62	62	0
Parks Maintenance Division					
Assistant Parks and Grounds Administrator	1	1	1	1	
Supervisor	2	2	2	2	
Motor Equipment Operator	2	2	2	2	
Semi-Skilled Laborer	7	7	7	7	
Skilled Laborer	1	1	1	1	
Summer Laborer (PT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	
	17	17	17	13	(4)
Rights-of-Way Division					
Superintendent	1	1	1	1	
Supervisor	2	2	2	2	
Motor Equipment Operator	2	2	4	4	
Semi-Skilled Laborer	0	2	2	2	
Summer Laborer (PT)	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>	
	11	13	15	9	(6)

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Beautification Division					
Parks and Grounds Administrator	1	1	1	1	
Superintendent of Grounds	1	1	1	1	
Assistant Superintendent of Grounds	1	1	1	1	
Landscape Architect	1	1	1	1	
Supervisor	8	9	9	9	
Motor Equipment Operator	3	3	3	3	
Semi-Skilled Laborer	9	10	7	7	
Summer Laborer (PT)	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	
	28	30	23	23	0
Tree Maintenance Division					
Superintendent of Trees	1	1	1	1	
Tree Service Technician	2	2	2	2	
Motor Equipment Operator	1	2	2	2	
Semi-Skilled Laborer	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	
	5	5	5	5	0
Falls Park Crew					
Public Garden Manager	0	0	1	1	
Public Garden Assistant Manager	0	0	1	1	
Supervisor	0	0	2	2	
Public Garden Technician	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>	
	0	0	7	7	0
Subtotal Full-Time Parks and Rec.	66	70	76	75	(1)
Subtotal Part-Time Parks and Rec.	<u>69</u>	<u>68</u>	<u>64</u>	<u>54</u>	(10)
Total Personnel	135	138	140	129	(11)
Total Full Time General Fund	707	727	689	675	(14)
Total Part Time General Fund	<u>84</u>	<u>82</u>	<u>77</u>	<u>64</u>	(13)
Total Personnel General Fund	791	809	766	739	(27)

INTERNAL SERVICE FUNDS

RISK MANAGEMENT FUND

Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
Subtotal Full-Time Risk Management Fund	1	1	1	1	0
Subtotal Part-Time Risk Management Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	1	1	1	1	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
FLEET SERVICES FUND					
Fleet & Safety Services Administrator	0	0	0	1	
Garage Superintendent	0	0	0	1	
Maintenance Technician	0	0	0	1	
Safety Training Officer	0	0	0	1	
Shop Foreman	0	0	0	1	
Mechanic	0	0	0	7	
Operations Assistant	0	0	0	1	
Service Writer	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	
	0	0	0	14	14
Subtotal Full-Time Fleet Internal Service Fund	0	0	0	14	14
Subtotal Part-Time Fleet Internal Service Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	0	0	0	14	14
Total Full Time Internal Service Funds	1	1	1	15	14
Total Part Time Internal Service Funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel Internal Service Funds	1	1	1	15	14

SPECIAL REVENUE FUNDS

COMMUNITY DEVELOPMENT

Community Development Division

Community Development & Relations Administrator	1	1	1	1	
Housing Programs Coordinator	1	1	1	1	
Community Planner	1	1	1	1	
Financial Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	4	4	4	4	0

Community Development Projects

Community Development Project Manager	1	1	1	1	
Neighborhood Planner	1	1	1	1	
Construction Coordinator	1	1	1	1	
Community Development Inspector	1	1	0	0	
Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	5	5	4	4	0

Subtotal Full Time Community Development	9	9	8	8	0
Subtotal Part Time Community Development	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	9	9	8	8	0
Total Full Time Community Development Funds	9	9	8	8	0
Total Part Time Community Development Funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	9	9	8	8	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
ENTERPRISE FUNDS					
PARKING					
Parking Division					
Parking Services Administrator	1	1	1	0	
Public Transportation Director	0	0	0	0.5	
Parking Operations Manager	0	0	0	1	
Parking Operations Superintendent	1	1	1	1	
Senior Parking Attendant	1	1	1	1	
Parking Maintenance Technician	1	1	1	1	
Senior Parking Maintenance Technician	1	1	1	1	
Parking Billing Clerk	1	1	1	1	
Office Manager	1	1	1	1	
Custodian	1	1	0	0	
Parking Clerk	1	1	0	0	
Parking Enforcement Supervisor	1	1	1	1	
Parking Maintenance Specialist	1	2	3	3	
Accounting Technician	0	0	1	1	
Accounting Technician (PT)	0	0	1	1	
Parking Control Specialist	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	
	15	16	17	17.5	0.5
Parking Garages					
Parking Attendant	14	13	13	13	
Parking Attendant (PT)	<u>6</u>	<u>9</u>	<u>8</u>	<u>8</u>	
	20	22	21	21	0
Subtotal FT Parking Enterprise Fund	29	29	29	29.5	0.5
Subtotal PT Parking Enterprise Fund	<u>6</u>	<u>9</u>	<u>9</u>	<u>9</u>	0
Total Personnel	35	38	38	38.5	0.5
STORMWATER					
Stormwater Administration					
Assistant City Eng.- Environmental	1	1	1	1	
Civil Engineer	3	3	1	1	
Construction Inspector	0	0	1	1	
Sr. Civil Engineer	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>	
	4	4	5	5	0
Stormwater Operations					
Superintendent of Storm Drains	1	1	1	1	
Public Works Analyst	1	1	1	1	
Supervisor	3	3	3	3	
Motor Equipment Operator	6	6	6	7	
Skilled Laborer	2	2	2	2	
Semi-Skilled Laborer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	
	16	16	16	17	1

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	Net Change
Subtotal Full Time Stormwater Fund	20	20	21	22	1
Subtotal Part Time Stormwater Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	20	20	21	22	1
SANITARY SEWERS					
Sewers Division					
Superintendent of Sewers	1	1	1	1	
Supervisor	4	4	4	4	
Video Inspector	2	2	2	2	
Motor Equipment Operator	7	7	7	7	
Skilled Laborer	2	2	2	2	
Semi-Skilled Laborer	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	
	20	20	20	20	0
Sewer Construction Division					
Motor Equipment Operator	2	2	2	2	
Skilled Laborer	1	1	1	1	
Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	4	4	4	4	0
Subtotal Full Time Sanitary Sewers Fund	24	24	24	24	0
Subtotal Part Time Sanitary Sewers Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	24	24	24	24	0
GREENVILLE ZOO					
Zoo Operations					
Zoo Administrator	1	1	1	1	
Assistant Zoo Administrator	1	1	1	1	
Veterinarian Consultant (PT)	1	1	1	1	
Supervisor	2	2	2	2	
General Curator	1	1	1	1	
Reptile Curator	1	1	1	1	
Zookeeper	8	8	8	8	
Zookeeper - Domestic Animals	1	1	1	1	
Semi-Skilled Laborer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	
	19	19	19	19	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	Net <u>Change</u>
Friends of the Zoo					
Executive Director	1	1	1	1	
Education Curator	1	1	1	1	
Education Instructor	3	3	3	3	
Zoo Services Coordinator	1	1	0	0	
Operations Manager	1	1	0	0	
Clerk Typist	1	1	2	2	
Sales Coordinator	1	1	2	2	
Sales Attendant	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	11	10	10	10	0
Subtotal Full Time Zoo Fund	30	29	29	29	0
Subtotal Part Time Zoo Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	30	29	29	29	0
Residential Collection Division					
Solid Waste Administrator	0	0	1	1	
Administrative Assistant - Solid Waste	0	0	1	1	
Customer Service Representative	0	0	1	1	
Supervisor	0	0	3	3	
Flatbed Cart Delivery Operator	0	0	17	17	
Clam Operator	0	0	4	4	
Side loader Operator	0	0	3	3	
Rear Loader/Tractor Operator	0	0	11	11	
Roll-off Operator	0	0	1	1	
Tractor Trailer Operator	0	0	2	2	
Leaf Loader Operator	0	0	1	1	
Personnel Carrier	0	0	1	1	
Solid Waste Collector	<u>0</u>	<u>0</u>	<u>8</u>	<u>6</u>	
	0	0	54	52	(2)
Recycling Division					
Recycling Collector	0	0	4	6	
Recycling Driver	0	0	3	3	
Recycling Coordinator	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	
	0	0	8	10	2
Subtotal Full Time Solid Waste Fund	0	0	62	62	0
Subtotal Part Time Solid Waste Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
Total Personnel	0	0	62	62	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
Transit Enterprise Fund					
Public Transportation Director	0	0	0	0.5	
Administrative Assistant	0	0	0	1	
Transit Planning and Grants Administrator	0	0	0	1	
Transit Planning and Grants Assistant (PT)	0	0	0	1	
Fixed Route Operator	0	0	0	22	
Fixed Route Operator (PT)	0	0	0	5	
Transit Operations Manager	0	0	0	1	
Transit Operations Supervisor	0	0	0	1	
Dispatcher	0	0	0	2	
Demand Response Operator	0	0	0	1	
Demand Response Operator (PT)	0	0	0	1	
Lead Transit Mechanic	0	0	0	1	
Senior Transit Mechanic	0	0	0	1	
Transit Mechanic	0	0	0	2	
Maintenance Technician	0	0	0	1	
Service Writer	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	
	0	0	0	42.5	42.5
Subtotal Full Time Transit Enterprise Fund	0	0	0	35.5	35.5
Subtotal Part Time Transit Enterprise Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>	7
Total Personnel	0	0	0	42.5	42.5
Total Full Time Enterprise Funds	103	102	165	202	
Total Part Time Enterprise Funds	6	9	9	16	
Total Personnel Enterprise Funds	109	111	174	218	44

MISCELLANEOUS GRANTS

Parks & Recreation

SCDOT Supervisor (PT)	1	1	1	1	
SCDOT Asst Supervisor (PT)	2	2	2	2	
SCDOT Participants (Summer-PT)	14	14	14	14	
Teacher-Rec. Program - Temporary	6	6	6	6	
USDA Bookkeeper (PT)	1	1	1	1	
USDA Site Supervisor (PT)	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	
	33	33	33	33	0
Total Full Time Miscellaneous Grants	0	0	0	0	
Total Part Time Miscellaneous Grants	<u>33</u>	<u>33</u>	<u>33</u>	<u>33</u>	
Total Personnel	33	33	33	33	0

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Net Change</u>
VICTIM WITNESS FUND					
Police Corporal	1	0	0	0	
Victim Witness Advocate/Civilian	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>	
	2	2	2	2	0
Total Full Time Victim Witness Fund	2	2	2	2	
Total Part Time Victim Witness Fund	0	0	0	0	
Total Personnel	2	2	2	2	0
CBD IMPROVEMENT AND CIP STREETSCAPE					
CBD Work Crew					
Motor Equipment Operator	2	2	0	0	
Skilled Laborer	1	1	0	0	
Supervisor	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	
	4	4	0	0	0
Parks & Recreation CIP Streetscaping Division					
Motor Equipment Operator	0	0	0	0	
Semi-Skilled Laborer	0	0	0	0	
Supervisor	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
	0	0	0	0	
Total Full Time CBD & CIP	4	4	0	0	
Total Part Time CBD & CIP	0	0	0	0	
Total Personnel	4	4	0	0	0
HOSPITALITY TAX					
Falls Historic Park					
Public Garden Manager	1	1	0	0	
Public Garden Assistant Manager	1	1	0	0	
Supervisor	1	1	0	0	
Public Garden Technician	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	
	6	6	0	0	
Total Full Time Hospitality Tax	6	6	0	0	
Total Part Time Hospitality Tax	0	0	0	0	
Total Personnel	6	6	0	0	0
Total Full Time All Funds	832	851	865	902	
Total Part Time All Funds	123	124	119	113	
Total Personnel All Funds	955	975	984	1015	31

APPENDIX - C

FINANCIAL POLICIES

OMB 8: BUDGET ADMINISTRATION POLICY

Policy

I. Purpose.

The purpose of this policy is to assign responsibility and define the procedures for planning and administration of the City of Greenville's Operating and Capital Budgets, as well as debt management and oversight of economic development incentives, responsibility for which has been assigned to the Office of Management and Budget (OMB).

II. Operating Budget.

The annual operating budget is the vehicle through which City Council authorizes City government to fund operations during a specific fiscal year for specific purposes and which establishes the economic resources that are required to support these activities. The budget is a fiscal, planning, and policy document, reflecting the allocation of limited revenues among diverse uses.

III. Capital Budget.

The capital budget includes major capital requirements, culminating in the adoption of a five-year Capital Improvement Program (CIP). These types of capital investments usually focus on the construction, development, and acquisition of major facilities and may rely on long-term debt instruments for financing. General Fund revenue, user fees, and other streams of revenue are typical sources of revenue allocated to the retirement of long-term debt.

IV. Responsiveness to Council Areas of Focus.

Projects, programs and services included within the operating and capital budgets must be responsive to the areas of focus identified by the City Council using various processes, with the assistance and advice of the City Manager and staff.

V. Purpose of Debt.

Debt is issued as a means of allocating the expense of capital projects' use to those actually benefitting, over the useful life of the project. The City will issue debt to provide financial support to capital facility needs. The debt will be issued in a way that helps ensure the long-term fiscal health of the City. Long-term debt financing will not be used to support current operating expenditures. General obligation debt will not be used to fund enterprise activities.

Procedures**I. Revenues**

- A. The City will strive to maintain a diversified and stable revenue stream to minimize the impact of short-term fluctuations in any one revenue source.
- B. The City will establish and maintain a process for annually reviewing and analyzing each major revenue source to ensure that receipts are maximized.
- C. Whenever practicable, revenue sources will be designed or modified to allow collections to keep pace with the cost of providing the service.
- D. The City will maintain effective collection systems and aggressive enforcement strategies to maximize revenues from available sources.

II. Expenditures

- A. Essential City services and programs designed to carry out elements of the Strategic Plan will receive priority funding.
- B. The City will balance current year expenditures with current year revenues.
- C. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure, including streets, sewers, stormwater, and sidewalks. Such replacement is to be made according to a designated schedule and funding availability.
- D. The City will strive to support investments that reduce future operating costs.
- E. The City's annual operating budget provides funding for recurring services with recurring revenues. While the operating budget does include funding for certain capital expenditures, the nature of such capital requires that they be planned for and replaced on a recurring basis (example: vehicles).

III. Economic Development Incentives

- A. Economic development incentives are tools used to retain or attract jobs and/or tax base. There are expenditures (some of which may be ongoing or continuous) and/or opportunity costs as well as potential or actual benefits associated with these incentives. Any such incentives adopted by the City should have specific goals and criteria that serve to define the economic benefits expected to be gained from the incentives, the conditions under which the incentives are to be granted, and the actions to be taken should the actual benefits differ from the planned benefits.
- B. For any specific economic development incentive, the economic benefit, as well as the cost of the incentive, should be measured and compared against the goals and criteria that have been previously established.

IV. Strategic Planning

- A. Annually, in advance of preparing the Operating and Capital Budgets, the City Manager will engage the City Council in discussions of issues facing the City to determine areas of focus that the City Council would like to address with appropriate action. Possible actions could consist of appropriations, development or redevelopment priorities, specific initiatives, policy development, and/or directed research needed to fuel further discussion.
- B. The areas of focus identified in Council discussions will be documented in a Strategic Plan adopted by Council
- C. Through preparation and discussion of the City's operating and capital budgets, the City Manager, OMB and department heads will make recommendations for actions needed to address the Strategic Plan.

V. Operating Budget Process

- A. OMB will develop and promulgate procedures and a schedule for development of a proposed operating budget, which must be submitted to City Council by May 1 of each fiscal year.
- B. City Council must approve the budget by July 1 each year, prior to any expenditure being made in the new fiscal year.

VI. Operating Budget Administration

- A. Departmental Accountability
 1. Budget accountability rests primarily with the operating departments of the City. In accomplishing the programs and objectives for which the budget was authorized, **department heads ensure that their respective budgets stay within the prescribed funding levels.**
 2. For each assigned account, the department must stay within budget by each major expense category of personnel, operating, and capital. Within each of these three categories, the department may exceed the available balance in an element/object code if the department head ensures that a sufficient balance exists in another element/object code within the same expenditure category. Departments are not authorized to use salary savings to purchase unbudgeted items or to cover overruns in operating/capital expenditures, without approval by the OMB Director.
 3. Budget transfers within the same department or fund are used during the fiscal year as City priorities develop and change and to accurately reflect a department's expenditure needs between divisions and bureaus. Budget transfers between accounts within the same department must be approved by the Budget Analyst. Budget transfers between funds must be authorized by the OMB Director.

- B. OMB supports budget accountability by:
1. Providing accurate, detailed regular expenditure reports to departments/divisions.
 2. Ensuring that purchases are legal and appropriate and are charged to the proper account code.
 3. Auditing expenditures on a regular basis and advising departments of any current or pending expenditure overrun of a significant amount; at any time during the fiscal year.
 4. Reporting to the City Manager significant budget issues that emerge as a result of auditing or significant budget variances that cannot be reconciled with the agency responsible for incurring the variance.

C. Supplemental Appropriations (Budget Amendments)

1. Due to changing project scope or external factors that are beyond the control of City departments, cost increases may occur after Council adopts the operating budget.
2. After determining that there are insufficient funds within a department's budget to finance an activity or acquisition, the department head, after consultation with OMB and the City Manager, will develop a Request for Council Action proposing a supplemental appropriation and will forward the Request to OMB for review. After review, OMB will forward OMB's recommendation to the City Manager and will inform the requesting department head of any adverse recommendation from OMB. If the City Manager approves the proposal, the City Manager will place the Request on a future Council Meeting agenda for consideration.

VII. **Performance Measures**

- A. A key responsibility of the City government is to develop and manage services, programs, and resources as efficiently and effectively as possible, and to communicate the results of these efforts to the public. Meaningful performance measurements assist in identifying financial and program results, evaluating past resource decisions, and facilitating qualitative improvements in future decisions regarding resource allocation and service delivery options.
- B. OMB, working with departments will develop financial, service, and program performance measures for incorporation into Council discussions of Strategic Planning. Performance measures will:
1. Be based on progress towards a goal or area of focus identified in the Strategic Plan.
 2. Measure program results or accomplishments as well as efficiency and effectiveness.

3. Provide for comparisons over time to facilitate exploration of continuous improvement.
4. Be reliable, verifiable, and understandable.
5. Be reported annually, both internally and externally.
6. Be monitored and used in decision-making processes.
7. Be limited to a manageable number of meaningful measures that can be used to track achievements, impacts, and outcomes of key projects or services.
8. Valid measures will be developed on a service-by-service basis, to gauge the City's relative success in the efficient and effective delivery of services and to facilitate continuous improvement.

VIII. Fund Balance.

- A. Pursuant to City Ordinance, City Council will set aside in a designated reserve 20% of the next year's General Fund appropriations.
- B. It is the longer-term goal of the City Council to have 25% of General Fund appropriations set aside in a designated reserve. Once the 25% target is reached, the City may appropriate the excess for capital improvements and other non-recurring expenditures.
- C. The OMB Director shall prepare the necessary reports and documents to document the degree of compliance with this fund balance policy.

IX. Capital Improvement Program (CIP).

- A. OMB will annually develop and promulgate procedures and a schedule for development of a proposed CIP, to be submitted to City Council by February 15 of each fiscal year.
- B. Pursuant to City Ordinance, City Council is required to approve the CIP and Capital Budget by April 15th of each fiscal year to allow sufficient time for OMB to incorporate debt service and other operating expenses into the annual operating budget.
- C. The impact of the CIP on the annual operating budget is reflected in:
 1. Debt service payments on any general obligation, or revenue bonds that may be issued to finance capital improvements.
 2. Staffing and other operating expenses that may be required once a capital facility is completed.
- D. CIP Development
 1. Capital investments are generally defined as having a useful life of three years or more and whose cost exceeds \$100,000.

2. The City establishes an appropriate mix of bonded debt and pay-as-you-go financing in the funding of capital projects.
3. Projects included in the CIP must be consistent with the City's Strategic Plan.
4. Facilities whose construction or acquisition results in new or substantially increased operating costs are considered only after an assessment indicates a clear need for the project and that recurring resources for funding the increased operating costs are available. All projects submitted to Council for approval shall include a fiscal impact analysis, including the projected annual operating (if any), the funding source recommended for support of the operating expense and the amount of increase, if any, over existing annual funding for the same or similar projects.
5. The following criteria are used to evaluate the relative priority of a proposed project:
 - a. Consistency with the Strategic Plan and other long-term plans adopted by City Council
 - b. Community and economic development impact, including return on investment (leverage).
 - c. Impact on tax base.
 - d. Geographical area of City served.
 - e. Impact on health, safety, and welfare of citizens.
 - f. Availability of external funding sources.
 - g. Opportunity for joint participation with another party, such as the federal or state government, another political subdivision, non-profit organization or private entity providing a coordinating private development.
- E. All proposals for the expenditure of capital funds are formulated and presented to Council within the framework of a CIP. Except in circumstances of an extraordinary opportunity or emergency, appropriations of capital funds will not be considered outside the CIP process.
- F. OMB will prepare a regular status report on active projects approved in the CIP.
- G. Annually, OMB will review the status and timing of projects approved in the CIP to determine the projects remain a priority and, if not, whether funds associated with lower-priority CIP projects could be reprogrammed to address emerging priorities.

H. Debt Management

1. Long-term debt originates from the adoption of a Capital Improvement Plan which identifies capital project needs, funding sources, and the debt instrument(s) required to finance the plan. Generally, capital projects financed through the issuance of bonds are financed for a period not to exceed the useful life of the facility or equipment.
2. To the extent practicable, the City will establish user fees to finance the capital costs of enterprise-type services or activities to avoid imposing a burden on the property tax levy.
3. Ongoing communications with bond rating agencies will be maintained, and a policy of full disclosure on every financial report and bond prospectus will be followed.
4. The amount of debt issued by the City will comply with applicable State Statutes.
5. State law provides that general obligation bonds shall be sold through a competitive sale. All other bonds may be sold either through a competitive sale or through a negotiated sale. The City's policy is that the competitive method of sale will be chosen when conditions favoring this method of sale are present. Such conditions include the following:
 - a. The market is familiar with the issuer, and the issuer is a stable and regular borrower in the public market.
 - b. There is an active secondary market with a broad investor base for the issuer's bonds.
 - c. The issue has an unenhanced credit rating of A or above or can obtain a credit enhancement prior to the competitive sale.
 - d. The issue is neither too large to be easily absorbed by the market nor too small to attract investors without a concerted sales effort.
 - e. The issue is not viewed by the market as carrying complex or innovative features or requiring explanation as to the bonds' soundness.
 - f. Interest rates are stable, market demand is strong, and the market is able to absorb a reasonable amount of buying or selling at reasonable price changes.
6. When a negotiated bond sale is selected because conditions do not allow for a competitively bid bond sale, the City will adhere to the following standards:
 - a. Promote fairness in a negotiated sale by using a competitive underwriter-selection process that ensures that multiple proposals are considered.

- b. Ensure that outside professional assistance is available to assist in structuring the issue, pricing, and monitoring sales activities.
 - c. Avoid using a firm to serve as both the financial advisor and underwriter of an issue.
7. Advance refunding may be used to achieve interest cost savings, remove or change burdensome bond covenants, or restructure the stream of debt service payments to avoid a default. The effectiveness of an advance refunding will be determined by the achievement of a minimum net present value savings.

APPENDIX - D

DEBT MANAGEMENT POLICY

I. Purpose:

To outline the guidelines for ensuring an appropriate debt level is maintained while providing financial support for capital facility needs, and to outline the guidelines for helping ensure the long-term fiscal health of the City through the development of standards and conditions under which debt may be issued.

II. Scope:

This policy applies to the management of all City Debt.

III. Policy:

- A. The City prepares and adopts a five-year Capital Improvement Plan, updated annually, to identify capital project needs, including funding sources, estimated cost per year, and debt instrument(s) required to finance the plan.
- B. Capital projects financed through the issuance of bonds are financed for a period not to exceed the useful life of the facility or equipment.
- C. The City establishes an appropriate mix of bonded debt and pay-as-you-go financing in the funding of capital projects.
- D. Total general obligation bonded debt will not exceed 8% of the assessed value of taxable property in the City without a referendum, as prescribed by Title 5, Chapter 21 , Article 1 of the Code of Laws of the State of South Carolina.
- E. Long-term debt financing is not used to support current operating expenditures.
- F. General obligation debt is not used for enterprise activities.
- G. The City does not issue notes to finance operating deficits.
- H. Total annual budgeted debt service for general, government supported debt may not exceed 5% of general government budgeted expenditures.
- I. Where feasible, the City develops and utilizes revenues, special fees, or other self-supporting debt instruments in lieu of general obligation bonds.

APPENDIX - E

Summary of Outstanding Debt

Bonds payable in FY 2008-09 are comprised of the following issues:

	<u>6/30/2007</u>	<u>6/30/2008</u>	<u>6/30/2009</u>
	<u>Balance</u>	<u>Balance</u>	<u>Balance</u>
General Obligation Bonds			
\$6,070,000 - series 2006 - used to finance various improvements adopted in the FY 2006-07 Capital Improvement Program. Bonds are due in annual installments of \$25,000 to \$650,000 through April 2026.	\$ 6,070,000	6,045,000	6,015,000
\$5,155,000 - series 2003 - used to finance various improvements adopted in the FY 2003-08 Capital Improvement Program. Bonds are due in annual installments of \$190,000 to \$410,000 through April 2019.	4,155,000	3,830,000	3,490,000
\$6,380,000 - series 2001 - used to refund General Obligation Bonds series 1994, 1990 and 1988 issues. Also used to finance various road and streetscape improvements. Bonds are due in annual installments of \$120,000 to \$565,000 through April, 2021.	3,410,000	2,855,000	2,290,000
\$4,300,000 - series 1997 - used to finance various improvements including fire station construction and City Hall waterproofing. Bonds are due in annual installments of \$210,000 to \$425,000 through February, 2012.	1,915,000	1,570,000	1,210,000
General Obligation Bonds Total	\$ <u>15,550,000</u>	<u>14,300,000</u>	<u>13,005,000</u>
Revenue Bonds			
\$1,990,000 - series 2008 - used to finance Sanitary Sewer improvements in Basin G12D. Bonds are due in annual installments of \$55,000 to \$155,000 through April, 2028.	0	1,990,000	1,935,000
\$15,370,000 - series 2005A adjustable mode bonds- used in conjunction with the 2005B series to refund the series 2002, 1997A, 1997, and 1996 parking revenue bonds. By design principal will not be paid until 2017 when the principal payments end on the series 2005 B issue.	\$ 15,370,000	15,370,000	15,370,000

	<u>6/30/2007</u> <u>Balance</u>	<u>6/30/2008</u> <u>Balance</u>	<u>6/30/2009</u> <u>Balance</u>
\$15,370,000 - series 2005B - used to refund the series 2002, 1997A, 1997, and 1996 parking revenue bonds.	12,620,000	11,665,000	10,585,000
\$6,255,000 - series 2004 COP's- used to finance renovations at the Carolina First Center. Bonds are due in annual installments of \$150,000 to \$450,000 through April, 2024.	5,640,000	5,395,000	5,140,000
\$5,865,000 - series 2002 - used to finance Sanitary Sewer Improvements to Basin G3A&B. Bonds are due in annual installments escalating from \$180,000 to \$440,000 through April, 2022.	4,820,000	4,585,000	4,345,000
\$22,500,000 - series 2001 COP's- used to finance acquire the Carolina First Center, and various improvements to Parks and Recreation. Bonds are due in annual installments of \$755,000 to \$1,690,000 through April, 2022.	18,495,000	17,615,000	16,700,000
\$4,255,000 - series 2001 - used to finance stormwater system improvements. Bonds are due in annual installments of \$140,000 to \$320,000 through April, 2022.	3,495,000	3,325,000	3,150,000
\$3,120,000 - series 1999 - used to finance sewer system improvements. Bonds are due in annual installments of \$65,000 to \$220,000 through April, 2024.	2,510,000	2,415,000	2,315,000
\$620,000 - series B 1992 - financed additional construction of the Bowater Parking Garage. Serial bonds are due in annual installments escalating from \$25,000 to \$60,000 through August, 2008.	60,000	0	0
Revenue Bonds Total	\$ <u>63,010,000</u>	<u>62,360,000</u>	<u>59,540,000</u>
Tax Increment Bonds			
\$2,330,000 - series 2006 - used to finance improvements in the Central Business District. Bonds are due in annual installments of \$65,000 to \$390,000 through September, 2021.	\$ 2,265,000	2,175,000	2,115,000
\$13,060,000 - series 2003 - used to finance improvements in the Central Business District. Bonds are due in annual installments of \$250,000 to \$1,785,000 through April, 2021.	\$ 10,515,000	10,265,000	9,970,000

	<u>6/30/2007</u> <u>Balance</u>	<u>6/30/2008</u> <u>Balance</u>	<u>6/30/2009</u> <u>Balance</u>
\$4,000,000 - series 2003 - used to finance improvements in the West End and defease the 2000 issue. Bonds are due in annual installments of \$155,000 to \$285,000 through June, 2022.	3,365,000	3,190,000	3,010,000
\$11,010,000 - series 2002 - used to refund outstanding series 2000 and series 1994 bonds. Also used to finance various redevelopment projects in the CBD. Bonds are due in annual installments of \$245,000 to \$840,000 through April, 2021.	8,930,000	8,440,000	7,935,000
\$400,000 - series 1998 - used to finance public improvements in the Viola Street neighborhood. Bonds are due in annual installments of \$20,000 to \$40,000 through April, 2013.	235,000	200,000	160,000
\$9,580,000 - series 1998 - used to finance the construction of the Poinsett Parking Garage. Bonds are due in annual installments of \$660,000 to \$1,120,000 through November, 2015.	8,225,000	7,490,000	6,720,000
Tax Increment Bonds Total	\$ <u>33,535,000</u>	<u>31,760,000</u>	<u>29,910,000</u>
<i>TOTAL DEBT OUTSTANDING</i>	<i>112,095,000</i>	<i>108,420,000</i>	<i>102,455,000</i>

APPENDIX - F

Glossary

Accrual Accounting - A basis of accounting in which revenues are recognized when earned and expenses when incurred.

Activity - The smallest unit of budgetary accountability which defines specific and distinguishable lines of work performed by a department or division for the purpose of accomplishing a particular service.

Appropriation - An authorization made by City Council to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one year period, except in the instance of capital projects where they are granted for the duration of the project.

Assessed Valuation - A valuation set upon real estate or other property by the County Assessor as a basis for levying taxes.

Assessment Ratio - A percentage which is multiplied by the appraised market value of a property to determine the assessed value.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Capital Improvement Program (CIP) - A schedule of capital expenditures to be incurred over a five-year period to carry out the City's program of public improvements.

Capital Budget - The first year of the CIP as approved by City Council.

Capital Improvement Project - An item whose construction or other acquisition represents a physical improvement to the community and adds to the total physical worth of the City. The improvement should have a useful life of not less than 10 years, and normally will exceed \$100,000 in total cost.

Capital Outlay - In the operating budget, refers to any item which has an expected useful life of greater than 3 years and an estimated unit cost of \$5,000 or more.

CBD - Central Business District.

CD - Community Development Division.

CDBG - Community Development Block Grant.

CPI - Consumer Price Index.

CVB - Convention and Visitors Bureau.

Debt Service - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DHEC - Department of Health and Environmental Control.

DOT - Department of Transportation.

Encumbrance - Funds not yet expended, but which are obligated or set aside in anticipation of expenditures.

Enterprise Fund - An accounting entity used to account for operations in which the cost of providing services to the public on a continuing basis is financed primarily through user charges.

Fiscal Year - 12 month period beginning with July 1 and ending with June 30 of the fiscal year designated.

Full Time Position - Employee who receives full fringe benefits and whose salary is calculated on the basis of 2,080 hours per year.

Fund - A fiscal and accounting tool with a self balancing set of accounts to record revenues and expenditures.

Fund Balance - The excess of an entity's assets over its liabilities, which may include reserves and designations.

GAAP - Generally Accepted Accounting Practices.

GASB - Governmental Accounting Standards Board.

General Fund - An accounting entity used to account for all revenue and expenditures applicable to general operations of governmental agencies of the City, and to record all financial transactions not properly accounted for in another fund.

GFOA - Government Finance Officers Association.

GIS - Geographic Information Systems.

G. O. Bonds - General Obligation Bonds.

GTA - Greenville Transit Authority.

HR - Human Resources Department.

HUD - Federal Department of Housing and Urban Development.

ISO - Insurance Services Office.

Mil - A unit of value calculated at one dollar per one thousand dollars of assessed value.

Millage - A term used to describe the rate of taxes levied.

Modified Accrual Accounting - A basis of accounting in which revenues are recognized when they become measurable and available as net assets, and expenditures are recognized when the related fund liability is incurred. Modified accrual accounting is recommended as the standard for most governmental funds.

NFPA - National Fire Protection Association.

Object of Expenditure - A specific type of expenditure for which a unique identification number and title is given; represents the most detailed level of budgeting and recording expenditures. Also referred to as a line item.

Objective - A clearly described, output oriented target or accomplishment which can be measured and achieved within a given timeframe. Achievement of the objective advances the organization toward a corresponding goal.

Operating Expense - General category of expense that includes fixed costs (e.g., insurance and utilities) and non fixed costs (e.g., materials and contractual services) of a recurring nature.

Personnel Service - General category of expense that includes full time and part time salaries, overtime, supplemental pay, and fringe benefits.

Productivity - A measure of service output compared to the per unit of resource input invested.

Tax Rate - The amount of tax levied for each \$1,000 assessed valuation.

User Fee - Payment of a fee for direct receipt of a public service by the party benefiting from the service.

WCRSA - Western Carolina Regional Sewer Authority.